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**INTERNAL MARKETING: THE  
INFLUENCE OF INTERNAL  
COMMUNICATION ON  
ORGANIZATIONAL HAPPINESS**





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Projecto apresentado ao IADE – Universidade Europeia, para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Marketing, realizada sob a orientação científica do Doutor Georg Dutschke, Professor Auxiliar do IADE- Universidade Europeia.



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**Keywords**

Internal Marketing, Organizational Happiness, Happiness on the Job, Internal Communication, Employee Engagement

**Abstract**

The aim of this study is to demystify the potential link amidst Internal Marketing components (Organizational Happiness and Happiness on the Job) with Internal Communication, and how they contribute to prevent employee burnout and turnover.

A study was performed through the administration of two surveys to a limited universe of the working population; these surveys had been previously authenticated, considering the authors researched and the variables each one presented.

The surveys' intent was to analyze to what extent the studied universe was pleased with the effectiveness of their organization's internal communication strategies, and to what degree one felt happy within the organization and with the job performed. For the matter, a model is provided in order to reflect internal customers' needs and preferences. Furthermore, it is assessed the applicability of the model within any organization.

It is concluded that effective internal communication is directly linked with employee engagement, therefore linked with internal customers' organizational happiness.



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## INTRODUCTION

Shiu & Yu (2007) recognize that the key success factor for businesses is no longer cash, but human capital. Therefore, knowledge is increasingly seen as the key to the success of business operations, thus marketing as it was once known has been shifting in order to answer the needs of organizations.

The American Marketing Association approved in July 2013 a definition of Marketing in which it is considered as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. But shifting markets led to shifting marketing concepts and needs, generating a new perception in which employees are managers' main focuses instead of solely taking consumers into account.

According to Ahmed & Rafiq (2003, pp.1179) Internal Marketing generates involvement and commitment to organizational programs. Involvement and commitment coupled with clear sense of purpose are pre-requisites for the much needed coherence and focus that are ultimately required to produce successful outcomes. The same authors look at IM as a coordinating philosophy for it considers and coordinates both internal and external relationships, networks interactions and collaborations. Simões, P. (2009) adds that all company members must practice marketing and despite being a relatively recent tool, still embryonic, it is already an immense success in organization where it is applied with mastery.

Broadly speaking, internal marketing is any form of marketing within an organization which focuses staff attention on the internal activities that need to be changed in order to enhance external market place performance (Byju (2013) while putting in the spotlighting the internal customers or stakeholders, (the company's employee).

Mohr-Jackson (1991) acknowledges that the marketing concept and Total Quality Management (TQM) are complementary business philosophies with potential for improving the success of a business. The TQM idea is that internal suppliers and internal customers should be aware of how their work is connected, and then they can work on

improving the reliability and responsiveness of the process (Ballantyne, 2004, pp.10). The two philosophies share core concepts - customer orientation, inter functional coordination, and profitability; and aim at generating customer satisfaction as the key to satisfying organizational goals.

Nevertheless with the evolution of the marketing concept, much attention has been directed to human resources practices in total quality management, and its broad approach to quality, including product quality, is extending well beyond to all operation, processes, and work units of an organization for the purpose of satisfying both the external customer and the internal one.

Considering Employee Engagement as the means to prevent intellectual capital to be mislaid and/or forfeit, and Organizational Happiness as the extent to which internal customers find themselves to be happy within the organization they work for and with the job performed, Yates (2006) highlights that companies that excel in internal communication also have a higher market premium, higher stakeholder returns over five years, higher levels of employee engagement, and lower employee turnover than companies less effective at communicating. Findings across the literature analyzed indicated that in IM, internal communication is a bidirectional process, training functions as a confidence building exercise and a mechanism of employee reassurance.

Internal communication should motivate employees and thus create value for the company and for that end they should align the goals of individual employees to organizational goals (Verčič, Verčič & Sriramesh, 2012). The existence of an internal communication policy is essential, for it is important to broadcast a clear mission, vision and the values of the organization to its employees.

There is no organizational relationship more important than the one established with the internal stakeholders (Moreira, 2011), and minding them with the adequate channels means improved productivity, reduced absenteeism, higher quality of services and products, increased level of innovation, fewer strikes and reduced costs, and these mirror the benefits of internal communication audits (Verčič et al., 2012), but not only managerial relationships are beneficial for the organization, Cameron (2003) adds that when employees observed displays of citizenship behaviors among fellows employees

(eg., sharing, loyalty, advocacy, caring) liking, commitment, participation, trust and collaboration are enhanced, and these behaviors contribute significantly to organizational performance.

Bottom line, Welch (2011) concludes that internal communication underpins organizational effectiveness since it contributes to positive internal relationships and an effective internal communication enhances business performance (Yates, 2006).

In this study a possibility is provided by linking internal communication with organizational happiness. The fact that internal communication clarifies the goals and messages within organizations means that its internal customers are fully aware of what is expected of them, thus being engaged from a managerial point of view.

Here some key points on internal marketing, organizational happiness and internal communication are considered and elaborated acknowledging important voices on these matters.

Chapter 1 focuses on the literature review, covering the points mentioned above and its prime aim is to clarify the context in which each point is used and its function throughout this study.

Chapter 2 acknowledges the hypothesis considered in order to answer if the assumption made is true or false. The previous and following chapters have set the theme for this one, noting the order of the day is the influence internal communication may have on organizational happiness, whether on the job itself or the organization one works for.

Chapter 3 examines the methodology where choices and justifications are provided. This chapter provides empirical evidence to the next chapter, confirming the conclusion it will present.

Chapter 4 starts by scrutinizing thoroughly the surveys applied, being both of them analyzed along with auxiliary data. This chapter will provide the following one with actual statistics and evidences.

The last chapter of this study, Chapter 5, provides a conclusion to the work done and analyzed throughout. Limitations and suggestions for further research are also presented in this chapter.

The aim of this entire work is to provide some links between internal marketing factors, internal communication and organizational happiness, and expectantly providing some insight into what organizations can gain from considering internal customers their focal point.

## **CHAPTER 1 – LITERATURE REVIEW**

### **1.1 INTERNAL MARKETING**

#### **1.1.1 Internal Marketing: origin and definitions**

Hogg, Carter & Dunne (1998) state that two of the ideas of internal marketing (IM) were first introduced in 1981 both by Berry and Gronroos, and have recently been the subject of renewed interest by other authors presented throughout this paper. Even though each one of these authors provided different definitions regarding IM, the first ones consider it can be broadly described as those activities that improve internal communications (IC) and customer consciousness among employees, and the link between these activities and external market place performance.

Seyed Javadein, Rayej, Estiri & Ghorbani (2011) Apud Hogg & Carter (2000), went a step further to define internal marketing as an integral part of the market orientation which requires using marketing techniques inside an organization in order to create and communicate the values in a company. One of the most comprehensive definitions of internal marketing was proposed by Rafiq & Ahmed (2000), that is an organized attempt using a marketing-like approach in order to cope with the organizational resistances to changes and balance, motivate and coordinate the employees in line with efficient execution of strategies with the aim of the customers satisfaction through the process of creating motivated and customer-oriented employees.

Summarily, Seyed Javadein et al. (2011) point out that employees constitute the first market for an organization (i.e., an internal market), so one can say that internal marketing (IM) originates in the concepts of marketing, human resources management, organizational behavior management and strategic management, and it should be directed at chosen targets or segments within the market (Piercy & Morgan, 1991).

Mohr-Jackson (1991) highlighted that the customer focus is rooted in the marketing concept, a management philosophy first developed four decades prior. The marketing concept argues that customers' needs must be the central focus of the firm's definition of

its business purpose (Levitt, 1960). This definition starts with a well-defined market, focuses on customers' needs, coordinates all the activities that will affect customers, and produces profits through creating customer satisfaction (Mohr-Jackson, 1991 Apud Kotler, 1991), and here lies the limitations of this marketing pillar which Mohr-Jackson (1991) considers as being directed at the external customer, the person purchasing the firm's products and services, with no attention to the internal customer, the employee. So, if we consider this main elements of the traditional marketing then the concept of what internal marketing should represent comes across clearly when considering internal customers as a substitute for employees, and organizations are represented by the internal markets, and it goes without saying that employees and customers should be given equal status with the same rights to courtesy and fairness (Grandey, Rupp & Brice, 2015).

Throughout the years IM has not been the core focus of marketers and marketing literature, and, as mentioned previously, some definitions have surfaced, all derivative from the concept created by Sasser and Arbeit in 1976, such as the one presented by Mohr-Jackson (1991) Apud Kotler (1991) who considers internal marketing as the task of successfully hiring, training, and motivating able employees to serve the customers well, emphasizing that IM must indeed precede external marketing as it makes no sense to promise excellent service before the company staff is ready to provide it (Foreman & Money, 1995). Piercy & Morgan. (1991) add that employers can only win by seeing employees as an internal customer who is an important part in delivering satisfaction to external customers, and whose support of overall marketing strategy is essential if this is to succeed, Seyed Javadein et al. (2011) reckon that meeting the needs of the internal customers is essential to the success of the organization in external markets.

Foreman & Money (1995) Apud George (1990) suggest that IM is the best approach for establishing a service orientation as an organizational imperative, because it focuses on achieving effective internal exchanges between the organization and its employee groups, as a requirement for successful exchanges with external markets, or as stated by Flipo (1986), the more numerous the people to be persuaded *inside* the company, the more relevant the term 'market' will be.

All this considered, the most straight forward definition of Internal Marketing was presented by Seyed Javadein et al. (2011) Apud Cahill (1995), where the authors consider Internal Marketing the philosophy of treating employees as customers and is the strategy of shaping jobs as products that fit human needs.

Catalin, Andreea & Adina (2014) point out that with the evolution of the concept from its traditional approach, expanding to all types of organizations and incorporating specific management instruments, new approaches have emerged, placing the process of internal marketing in the boundary between the fields of human resources, management and marketing, becoming more than a valuable asset of the marketing department but becoming a paradigm for all organizations that seek business excellence.

The ever growing need for organizations to mind their internal customers the same way they mind the external ones, maximizing productivity while ensuring these customers' organizational happiness and sense of integration, means more and more internal marketing models are being implemented within companies, therefore creating the required competitive differential, Mohr-Jackson (1991) added that Internal customers are the ultimate creators of products and services, and are generators of customer satisfaction, and Foreman & Money (1995) Apud Berry (1981) completed by stating that Internal customers must be sold on the service and be happy in their jobs before they can effectively serve the final customer.

As stated previously IM uses techniques from the conventional marketing regarding the internal audience, and its management is carried out by an administrative department (Human Resources) and a marketing department (Communication). These two departments must work as a single force if we consider the costs an unhappy employee represents to an organization and it explains why, recently, companies began to become aware of the importance of their employees' happiness, as well as their performance and productivity results (Domingues, 2015) and for that reason, Sanchez-Hernandez & Grayson (2012) Apud Fonteneau (2003) argue that the only way to legitimize and lock-in the trust of citizens in companies is to consider employees' rights and needs in the first place.

Foreman & Money (1995) consider that there are two axes, which answer two broad questions. First, who is the internal marketer? (The entire organization or a department within it). Secondly, who is the IM effort aimed at? (All employees, a specific group, a function or a department within the organization.) Then four different types of IM can be identified; for the sake of convenience the authors labeled them as Type I, Type II, Type III and Type IV:

**Table1.:** Four different types of IM. (Mohr-Jackson, 1991; Foreman & Money 1995; Hogg, Carter & Dunne, 1998).

Type I IM	Sees one department, group or function as the marketer and another as the customer(s).
Type II IM	The organization as a whole market to specific groups, functions or departments within itself. The intention is primarily that this group will engage in behavior that supports or enhances some organizational initiative.
Type III IM	"The broad field of human resources (HR) management has also started to adopt many of the tools of marketing to enhance relationships with the rest of the organization. There have been descriptions of IM by HR departments of direct deposit of payroll" (Foreman & Money, 1995 Apud Masonson, 1992.)
Type IV IM	Where the organization is the marketer and the market, has received most attention in the literature; indeed it is the IM referred to originally by Hogg et al. (1998) Apud Berry (1980) (employees as customers, and jobs as products) and by Mohr-Jackson (1991) Apud Kotler (1991) (the marketing concept requires IM if external marketing is to be successful) (...) It has been suggested that Type IV IM is necessary to ensure that the organization



attracts, selects and retains the best employees, and that these see, appreciate and value their role in the delivering of excellent quality service to external customers. (Foreman & Money, 1995 Apud Berry and Parasuraman, 1991.)

Following up, more recently, Shiu & Yu (2007), based on other authors input, divided IM into five major components:

**Table2.:** Five major components of IM. (Bak, Vogt, George. & Greentree, 1994; Papasolomou, 2006; Shiu & Yu, 2007).

**Viewing employees as internal customers:** (...) The objective of this view is to enable employee satisfaction, which in turn would lead to a higher performance.

**Enabling employees to be customer oriented:** The objective of internal marketing is to create motivated and customer-conscious employees in order to achieve service excellence (Papasolomou, 2006) (...) and, in order to achieve success in the external market, Shiu & Yu (2007) Apud Piercy & Morgan (1991) a business should, using a structure similar to external marketing, develop a set of marketing programs for the internal market in order to stimulate employees to develop service consciousness and customer-oriented behavior.

**Human resources management (HRM) - oriented viewpoint:** Shiu & Yu, (2007) demonstrate that internal marketing should be used in marketing and human resources management in order to stimulate, encourage, mobilize, recruit, and manage all employees within an organization and continuously improve the service methods for outside customers and internal employees. Effective internal marketing reflects the need of the employees and achieves even more than the organizational objectives and goals. And the authors point out that internal marketing is composed of the efforts of an organization to train and encourage its employees in order to offer a better service.

**Internal Exchange:** Bak et al. (1994) argued that in order to achieve the goals in the external marketing, the internal exchange between the organization and its employees has to work efficiently.

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**Strategic tools:** Shiu & Yu (2007) Apud Dennis (1995) took the position that internal marketing was a kind of strategic management philosophy, which attracts, develops, motivates and maintains outstanding employees by providing the needed satisfied employees and work quality.

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The main focus of these factors is to create a working environment in which employees feel part of the organization, thus improving their performance, ultimately reducing the costs with human resources.

Despite all the available literature on the matter, Foreman & Money (1995) point out that there is evidence that IM is frequently not performed by the whole firm, but by departments, groups or functions within it. Similarly, the majority of employees are frequently not the target of IM efforts - rather, only one department, group or function might be focused on and marketed to. Unlike this, Kotler (2016) indicates that internal marketing is indeed more important than external marketing, and the first one is often pointed as a required condition for the second.

Seyed Javadein et al. (2011), consider that today, intangible assets play a major role in the competitiveness of a business, with those assets including human capital, brand and confidence between the directors and the grass roots and relations with suppliers and customers.

Piercy & Morgan (1991) are on point stating that the internal marketing paradigm provides an easily accessible and 'user-friendly' mechanism for executives to analyze the organizational issues which need to be addressed in implementing marketing strategies.

According to Farzad (2006), the Internal Marketing drivers are:

- 1) Many enterprises are continually in some form of transformation-mergers, alliances, downsizing and rightsizing generating the need for constant communication;
- 2) Some enterprises may rename themselves as a result and this re-branding requires communication to all stakeholders including employees;

- 3) More companies are empowering staff to take on increased focus in the customer relationship. This requires full involvement, immersion and training in brand values;
- 4) There is more contract and less full-time employment. Project staffs also need to understand the brand vision as they are working. This force of change is accentuated with the increasing trend to outsourcing;
- 5) There is less reciprocal loyalty between employer and employee; the employee's time becomes transactional.

With all of the above in mind, Domingues (2015) states that recently, companies began to become aware of the importance of their employees' happiness, as well as their performance and productivity results and as a result Rafiq & Ahmed (2000) provide a synthesis for internal marketing:

- 1) Employee motivation and satisfaction
- 2) Customer orientation and customer satisfaction
- 3) Inter-functional co-ordination and integration
- 4) Marketing-like approach to the above
- 5) Implementation of specific corporate or functional strategies.

### 1.1.2 Internal Marketing: organizational context

Organizations are becoming more aware of the costs human capital<sup>1</sup> represents in their annual budgets, so considering how much less a motivated employee weighs on managers shoulders IM models are being implemented and employees' habits are being regulated in order for the solutions to succeed.

Grandey et al. (2015) consider replacing emotional requirements with fair, person-centered practices designed to enhance employees' well-being provides *decent work*, and moreover, endangers feelings that are authentically positive and emerge organically as a result of being supported and valued organizational citizens. Thus, instead of forcing employees to smile and dealing with the ironic costs, companies can provide contacts that make such positive and healthy behavior more naturally as possible. In order to keep costs low, organizations are relying on personal and professional trainings, teaching employees how to deal with their peers within the company and teaching them how to handle customers' ruthless behavior, and in an additional note Schrobsdorff (2017) considers that the best way for employers to foster a fulfilled, productive workforce is to be flexible, both inside and outside the office. Training can assist employees in developing an holistic view of a service strategy by providing them with an understanding of the role of each individual in relation to other individuals, the various functions within the firm, and the customers. Byju (2013).

Seyed Javadein et al. (2011) Apud Cahill (1995) perceive internal marketing as a type of philosophy of strategic management that ensures the attraction, development, motivation and maintaining prominent employees by creating a high-quality working environment by meeting their needs.

Unplugging from work surges as a means of balancing personal and work life and in that sense Schrobsdorff (2017) suggests that in an effort to prevent burnout, a growing number of employers have started to suggest, or even mandate, ways in which employees should unplug their connected devices. The same point of view is shared by

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<sup>1</sup> "Human capital includes the skills, knowledge and attitudes of the employees (Seyed Javadein et al., 2011)."

Business-man Andy Monfried, founder and CEO of Lotame, a data-management company, who considers himself a vigilant about burnout when it comes to his internal customers.

«I vowed that I would not create a company where people had the Sunday-night blues – the kind where you go to bed sick to your stomach. I Tell people that if that's happening repeatedly, it's a sign of work-life imbalance and they should come talk to me» Schrobsdorff, 2017 (pp.16).

The author notes that a recent study from Colorado State University found that just thinking about having to answer emails at home (a.k.a. "anticipatory stress") renders employees "emotionally exhausted".

In 2015, U.S. workers took just 16 days off, down from 20 days in the late 1990s, according to date from leisure-research company Project:Time Off. Schrobsdorff, 2017 (pp.16).

Grandey et al. (2015) Apud Masterson (2001) conclude that given the lack of benefits in comparison to the human costs, and the violation of fair compensation and dignified treatment, we present a "modest proposal" for improving service work by eliminating the emotional requirements inherent to emotional labor while also enhancing the well-being of employees with fair, humanistic practices that meet basic human needs. Although fair treatment should be considered an end in itself, organizational fairness to employees trickles down to performance viewed by the public.

Today, intangible assets play a major role in the competitiveness of a business, and human capital should be of value for the execution of an organization's strategy, should be rare and should be hardly capable of imitation by competitors [...] the three factors (valuable, rare and hardly incapable of imitation) determine the potentiality of human capital. In order for an organization to turn the human capital from potential to active, it will need to use the human capital as an effective instrument (Seyed Javadein et al., 2011).

In Sanchez-Hernandez & Grayson (2012)'s opinion, there are no contradictions in pursuing and aligning organizational goals and employees' goals. Based on the Total Quality Management (TQM) thinking the IM virtuous cycle is simple: by satisfying and

motivating employees an organization should be in a better position to generate a higher quality of service, higher levels of customer satisfaction, and higher productivity and profits, adding that it [IM] is based on the assumption that the accumulated knowledge of the marketing function can be used within the organization itself in order to gain competitive advantage in the market as well.

In short, requiring and enforcing that employees' smile at customers have ironic costs that actually make it less likely that they can authentically do so (Grandey et al., 2015).

### **1.1.3 Internal Marketing and Human Resources Management**

Byju (2013) stated that in earlier days the internal marketing approach had a uni-dimensional focus. Authors such as Gronroos, Vary and Tsai came out with an opinion that internal marketing is just supplementary to Human Resources Management; later Gronroos (2002) added that HRM provides tools that are used in internal marketing, such as training, employment and job career planning; however, internal marketing provides instructions on how to use such tools.

Sanchez-Hernandez & Grayson (2012) Apud Boudreau & Ramstad (2005) suggest that improving employees' quality of life has become a strategic issue related to being an employer of choice and managing companies sustainability. The notion of sustainability has become increasingly popular also in the field of Human Resources Management and it has recently been considered a new paradigm for HRM and talent management. The main focus of such fields must be to create the best work experience for employees, and Cifre, Vera, Rodríguez-Sánchez, & Pastor (2013) refer to its physical, psychological, social and organizational characteristics as the ones shaping the job role.

Rafiq & Ahmed (2000) point out that changing employees' attitudes and behaviors is more difficult and costly once they have been recruited. For instance, empowerment does not suit all employees because of the extra responsibility that it inevitably entails. Providing employees with the right type and level of training to perform their jobs is also very important, therefore, managers need to carefully examine which marketing

techniques are appropriate and how they are going to adapt them to their organization, as not all marketing techniques can be applied without adaptation to the internal market.

Byju (2013) concludes that Human Resources policies designed to attract, retain and reward personnel for appropriate behaviors, should advocate market orientation and internal customer orientation, and Rafiq & Ahmed (2000) add that IM constructs require further development and elaboration to distinguish them from similar HRM constructs. This means that marketing managers and human resources managers need to get more involved in job specifications (particularly where contact with customers is involved).

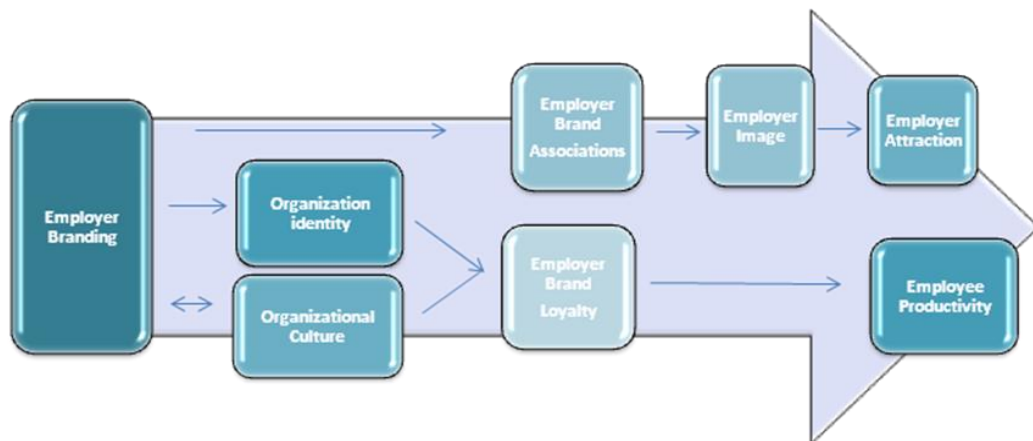
«We are in a very competitive health care market, so we have differentiated ourselves through our compassionate and caring culture...I know it sounds trite, but we really do love our patients...People love working here, and their family members love us too...Even when we downsized, [our leader] maintained the highest levels of integrity. He told the truth, and he shared everything. He got the support of everyone by his genuineness and personal concern...It wasn't hard to forgive.» Cameron et al. (2003, pp.11).

#### **1.1.3.1 Internal and Employer Branding**

According to the American Marketing Association, a brand is «a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors». Following this line of thought, Vatsa (2016) suggests employer branding has become a buzzword in the recent times. Companies are trying to attract the most talented people on board while retaining the start performers and optimize their contributions in sync with promises made by them to the public in terms of brand perception and brand value, and Backhaus & Tikoo (2004) add that the term employer branding suggests the differentiation of a firms' characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm's employment offerings or environment

Backhaus & Tikoo (2004), defined, as well, employer branding as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm, even adding that

employer brand image can be defined in analogous terms. Functional benefits of the employer brand describe elements of employment with the firm that are desirable in objective terms, like salary, benefits, and leave allowances. Symbolic benefits relate to perceptions about prestige of the firm, and the social approval applicants imagine they will enjoy if they work for the firm. In the context of recruitment, potential applicants will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee related attributes and the relative importance they place on those attributes. Here is where employer and internal branding merge and complement each other. MacLavery, McQuillian, & Oddie (2007) question «What are the challenges for internal branding?», and consider the answer to be the way to translate the company's values into physical employee behaviors.



**Figure1.:** Employer branding framework. Source: Conceptualizing and researching employer branding. (Backhaus & Tikoo. 2004)

Organizations are finding value in the practice of internal and employer branding, applying each day more resources on campaigns to the effect, being a reflection of the fact that organizations have found that effective employer branding leads to competitive advantage, helps employees internalize company values and assists in employee retention. (Backhaus & Tikoo, 2004).

In order for all of the above to be achieved, MacLavery et al. (2007) point out that internal branding is the set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion. These processes



include, but are not limited to, internal communications, training support, leadership practices, reward and recognition programs, recruitment practices and sustainability factors.

**Table3.:** Employee Measurement. (MacLavery et al., 2007).

Measurement	Description	Comments
<b>Staff Conferences</b>	Senior Manager hosts staff conference to communicate company information and solicit feedback from associates	Opportunity for associates to express their ability to deliver the appropriate customer experience
<b>Mystery Shop</b>	Professional organizations visit service provider and audit brand experience	Good indication of actual associate behavior
<b>Supervisor Shadow Program</b>	Supervisor watches associate interact with customers	Immediate coaching to reinforce appropriate behavior
<b>Associate Satisfaction Survey</b>	Associates are invited to participate in a confidential survey to express their attitude about their job and about the company	Assumes satisfied associates will deliver appropriate brand experience; can link back to specific manager and be part of compensation package; usually annual
<b>Associate Engagement Survey (newer trend)</b>	Similar to Satisfaction Survey but asks questions like "given how you feel about your work, are you willing to go the extra mile?", etc.	Delivers closer linkage to associate behavior; Data rich, used to build future associate engagement plans

Concluding, throughout this point one could consider internal branding and employer branding to be synonyms, more than complementary. They should both be considered as a means of promoting an organization, inside and out, making it a desirable place to work, and so by being consistent with the firm's product and corporate brand.

Despite the growing popularity of the employer branding practices, academic research on the topic is limited to a few articles in the marketing literature (Backhaus & Tikoo, 2004).

#### **1.1.4 Internal Marketing actions: the key to success**

Sanchez-Hernandez & Grayson (2012) mention that the most important barrier for IM could be - surprisingly - traditional commercial marketing. If one makes the parallel between IM and the 1935 definition of Marketing, there is the risk of objectifying employees, treating them as things to be managed by appropriate marketing mixes derived from segmentation techniques.

Internal Marketing strategies occur between the company and the employees and help enable the interactive marketing strategies. The internal marketing strategies have been referred to as the process of enabling promises. The enabling of promises requires that the service system and employees have the skills, abilities, tools and motivation to deliver those promises (Weber, 2015 Apud Binter, 1995). Most skills are developed through appropriate training programs, and functionalized through the allocation of tools (equipment) which most efficiently support their job task (Nguyen & Leclerc, 2011).

From a managerial perspective, Catalin et al. (2014) Apud Berry (1981) consider the execution of internal marketing involves accepting the idea that the internal and external markets of an organization are similar and can be treated in a similar manner. Management needs to use specific methods and procedures in order to address internal marketing as a process, and at the tactical level, Hogg et al. (1998) suggest internal marketing may include ongoing training, encouragement of formal and informal communications such as newsletters and internal market segmentation etc. At the strategic level, internal marketing extends to the adoption of supportive management styles and personnel policies, customer service training and planning procedures.

Rafiq & Ahmed (2000) indicate that empirical research on IM as a whole is limited mainly because of the lack of IM models. Rafiq & Ahmed. (2000) Apud Money and Foreman (1996) attempt to operationalize the IM concept by developing a 15-item IM

scale (...) that had three underlying factors which they term development (items relating to the development of employees), reward (items relating to rewarding of employees) and vision (item relating to goals and objectives of the organization).

The development of IM as an implementation vehicle was also aided by the growing belief that Internal Marketing had potential as a cross-functional integration mechanism within the organization (Rafiq & Ahmed, 2000). For instance, Rafiq & Ahmed (2000) Apud George (1990) argue that IM is a philosophy for managing the organization's human resources "as an holistic management process to integrate the multiple functions" (Rafiq & Ahmed, 2000, pp.452).

The internal marketing process can be analyzed in two distinct levels:

- Strategic: the goals are to increase focus, in the external customer, in sales purposes, and in working motivation. The implementation of the internal marketing process at this strategic level is accompanied by management methods, competence assessment, training policies, reward systems and planning and control procedures.
- Tactical: the human resources are perceived as the first market, so, one must understand how they see what is expected from them. The service's acceptance and the organization's activities, and working and information channels must exist (internal communication), be known and accepted by the entire organization.

Inkotte (2000) considers that an internal marketing program must be divided in two levels, diagnosis and an action program. And for the first one Bekin (1995) presents the following diagram:

**Table4.:** Tools for implementing an internal marketing program (Bekin, 1995).

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<p style="text-align: center;"><b>Program of Internal Marketing Implementation</b> First level: diagnosis</p>
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**Diagnosis A: Internal Environment Assessment**  
**Diagnosis B: Employees Profile**

Evaluation of the Overall Performance  
**Diagnosis A:** assessment of the various sectors  
Level of inclusion amid sectors  
Relationship with the employees

Potential of employees  
**Diagnosis B:** Company's image

Expectations and aspirations  
Need for training  
Team spirit  
Knowledge of the company's goals

After the diagnosis is concluded, each company must assess its own reality and act accordingly, Inkotte (2000), highlights the importance of identifying weaknesses and correcting them. And following the diagnosis table, Bekin (1995) points out the actions must be the ones that provide the internal customer with the conscience of the strategic importance of a customer-oriented service, thus, the same author states that the success of any internal marketing programs depends 10% on the program itself, and 90% on its implementation and management.

To conclude, Foreman & Money (1995) indicate that there are different components to IM, which have been named vision, reward and development. These are issues that managers need to consider in the pursuit of their internal marketing objectives, and bear in mind that IM is critical to an organization for creating a value for customers, both internal and external ones (Seyed Javadein et al., 2011).

Substantial gains, on the order of 40 percent, can be obtained by implementing high performance management practices. Pfeffer & Veiga (1999, pp.37).

### 1.1.5 Internal Marketing-mix

Because stakeholders are now organizations' most valuable assets, marketing-mix's 4 actions are being implemented focusing on internal markets, and like most marketing approaches, internal marketing-mix is a crucial part of any IM strategy, and these strategies are part of internal marketing and Human Resources Management in order to retain the most capable human capital. Different authors have different views on the matter and look at IM-mix distinctively, although a common link is they all consider it as the set of fundamental decisions, made by managers, concerning the 4 main variables of action.

Some consider the well-known 4Ps of traditional marketing: Product, Place, Promotion and Price, like Sanchez-Hernandez & Grayson (2012), but others like Kotler & Keller (2016) take on a different approach, and consider the following 4 variables of Internal Marketing: People, Processes, Programs and Performance.

For each of the traditional marketing actions mentioned above (internal marketing-mix) that are meant to be performed, organizations need to: assess the characteristics of the action (Product); - Evaluate the ROI demanded from the employees (Price); - Define the most accurate way to promote (Promotion); - Define the best practice strategy (Place) (Simões, 2009).

The new marketing paradigm is stakeholder oriented rather than merely consumer oriented (Sanchez-Hernandez & Grayson, 2012 Apud Girod, 2005), and for this reason there are no contradictions in comparing marketing with internal marketing, and the same goes with its Mix and its different actions, and therefore the table below serves as a comparison, but solely between these two approaches.

**Table5.:** Comparison between IM-mix and Marketing-mix. (Inkotte, 2000).

MARKETING	INTERNAL MARKETING
PLACE	COORDINATORS

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Selection and control of the distribution

means to position a product available,  
time and place adequately

Responsible for putting internal marketing  
into practice

<b>PRICE</b>	<b>COSTS</b>
Pricing according to the production costs and market factors	Investing in employees' compensation, training and internal marketing implementation
<b>PROMOTION</b>	<b>COMMUNICATION</b>
Promotional activities covering advertising, sales promotion and sales force	Different activities of information spreading and gathering
<b>PRODUCT</b>	<b>COMPANY</b>
Planning to attend consumers' expectations and needs, allowing the company to achieve good results	Suited to attend internal customers' expectations and needs, as a competitive differential

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And Kotler & Keller (2016)'s new update on the concept presents the following reality:

**Table6.:** Update to the Marketing-mix concept. (Kotler & Keller, 2016).

<b>Marketing Mix 4 Ps</b>	→	<b>Modern Marketing Management 4 Ps</b>
<b>Product</b>		People
<b>Place</b>		Processes

<b>Promotion</b>		<b>Programs</b>
<b>Price</b>		<b>Performance</b>

Companies which place workers at the core of their strategies produce higher long-term returns to shareholders than their industry peers. Pfeffer & Veiga (1999, pp.39)

Because the authors consider marketing will only be as good as the people inside the organization, the table above translates as follows:

- People: reflect, in part, internal marketing and the fact that employees are critical to marketing success. It also reflects that marketers must view consumers as people to understand their lives more broadly, and not just as shoppers who consume products and services;
- Processes: reflect all the creativity, discipline, and structure brought to marketing management. Marketers must avoid *ad hoc* planning and decision making and ensure that state-of-the-art marketing ideas and concepts play an appropriate role in all they do, including creating mutually beneficial long-term relationships and imaginatively generating insights and breakthrough products, services, and marketing ideas;
- Programs: reflect all the firm's consumer-directed activities. It encompasses the old four Ps as well as a range of other marketing activities that might not fit as neatly into the old view of marketing. Regardless of whether they are online or offline, traditional or nontraditional, these activities must be integrated such that their whole is greater than the sum of their parts and they accomplish multiple objectives for the firm;
- Performance: is defined as, in holistic marketing, to capture the range of possible outcome measures that have financial and nonfinancial implications (profitability

as well as brand and customer equity) and implications beyond the company itself (social responsibility, legal, ethical, and the environment).

Adapted from: Kotler & Keller (2016), Marketing Management - 15edition

Simões (2009) presents the following approaching to the main concepts of marketing in an internal marketing perspective:

- Segmentation: - In the internal marketing context, after segmentation no segment can be excluded. The offers and the actions must be differentiated.
- Market positioning: each organization must try to find a sustainable and unique market positioning that matches the employees' expectations.
- Communication: Refers to the ways and means of communicating activities, products or services to the internal public (verbal communication, writing, company magazines, newsletter, audiovisual events, etc.).



## **1.2 ORGANIZATIONAL HAPPINESS**

### **1.2.1 General concept of Happiness**

Graham (2005) states that early economists and philosophers, ranging from Aristotle to Bentham, Mill, and Smith, incorporated the pursuit of happiness in their work, and generally speaking it can be described as the degree to which an individual judges the overall quality of his/her own life-as-a-whole favorably. In other words: how much one likes the life one leads (Veenhoven, 2015). The latter goes on to say that the term happiness is used to describe the state of an individual person only; it does not apply to collectivities. Thus, a nation cannot be said to be happy. At best, most of its citizens consider themselves happy, the same applies to organizations and their internal markets, which leads us to the intent of this paper, which is to understand the influence something general to a company like internal communication, influences something so individual like organizational happiness. Rego, Ribeiro & Cunha (2009) even add that according to the Affective Well-being (AWB) «Happiness» is a subjective experience: people are happy to the extent that they believe themselves to be happy.

Additionally, Graham (2005) indicates that while most happiness studies find that within countries wealthier people are, on average, happier than poor ones, studies across countries and over time find very little, if any, relationship between increases in per capita income and average happiness levels. On average, wealthier countries (as a group) are happier than poor ones (as a group); happiness seems to rise with income up to a point, but not beyond it, although after basic needs are met, other factors such as rising aspirations, relative income differences, and the security of gains become increasingly important, in addition to income.

«May you have interesting times»

Chinese curse

### 1.2.2 Organizational Happiness and Happiness on the Job

Domingues (2015) points out that though as a hot topic, there is a lack of research to truly define the concept, identify the factors that contribute most to happiness and look relations between organizational happiness and performance, but despite that Cameron et al. (2003) add that there is no lack of self-help accounts that prescribe relatively simple and uncomplicated prescriptions for achieving happiness, fulfillment, or effectiveness. What is lacking in most of these contributions, however, is empirical credibility and theoretical explanations for how and why the prescriptions work, therefore that is the aim at this point, to demystify the concepts with the help of various authors.

When it comes to the concept itself, it is safe to say that organizational happiness encases happiness in the organization and happiness on the job, both internal marketwise, and if, in its broadest sense, happiness is a general term for all that is good, happiness at work is a concept that includes a multitude of factors, from transient moods and emotions, to relatively stable attitudes and highly stable individual dispositions aggregated at an individual level (Gomes, Jacobsohn, Combadão, Dutschke, & Gestoso, 2016).

Shiu & Yu (2007) indicate that many scholars, like Greene et al., 1994 and Rafiq & Ahmed 2000, have found evidence supporting the view that an internal marketing-oriented organizational culture<sup>2</sup> is a major element in a successful service industry operation and that employee job satisfaction can be improved along with organizational performance. Rego et al. (2009) indicate that the *(2007 Academy of Management annual)* conference organizers acknowledge that that same organizational performance should consider, beyond the bottom line criteria, the degree to which organizations improve the lives of its members and stakeholders.

Additionally, Gomes et al. (2016) indicate that according to Bakker (2011), happiness at work was conceptualized as the situation where the employee: 1) is satisfied

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<sup>2</sup> Organizational culture concept: «Organization culture refers to how employees feel about an organization, the authority system, and the sense of involvement and commitment» (White, Vanc. & Stafford, 2010)."

with his/her job and 2) experiences frequent positive emotions, such as joy and happiness, and infrequent negative emotions, such as sadness and anger. Dormann & Zapf (2004) point out environmental conditions and events, such as customer mistreatment, job monotony, low pay, and long hours on one's feet can provide myriad sources of distress.

No matter where we turn, employees' happiness is intrinsically connected to their organizational environment, and many Scholars tie the concept of organizational happiness to organizational performance such as increasing profitability, expanding market share, and reducing employee turnover (Shiu & Yu, 2007 Apud Suter, 1995; Tansuhaj et al., 1991).

Weber (2015) Apud Hunt & Morgan (1995) summarized it by stating that devoting organizational resources to sustain relationships is one key to comparative advantage in the marketplace, and Rego et al. (2009) emphasize that promoting a psychologically happy workforce is a valuable goal in itself as the *positive organizational scholarship* (Caza & Cameron, 2008) and the *economics of happiness* (Graham, C., 2005) movements suggest.

Dutschke, Jacobsohn, Gomes, Combadão & Guillen (2016) Apud Fisher (2010); Warr (2007), conclude that the compromise between workers welfare, health and entrepreneurs concerns on profit and productivity is, from the beginning, the core of organizational scientific work. Today we know, unequivocally, that work contributes to well-being.

### **1.2.3 Engagement**

Karanges (2014) starts by acknowledging that empirical research to understand how much employee engagement is influenced by internal communication is scant, but notwithstanding. Albrecht (2012) Apud Schaufeli et al. (2008) explicitly conceptualized employee engagement as a form of well-being and argued that the concept of work engagement emerged from burnout research in an attempt to cover the entire spectrum running from employee unwell-being (burnout) to employee well-being. Complementary, Balakrishnan & Dr Masthan (2013) consider employee engagement describes employees'

emotional and intellectual commitment to their organization and its success, but Dutschke et al. (2016) go a step further and identify the three dimensions of this concept: force, dedication and absorption, being a key indicator of employee well-being, and continues to evolve with ongoing incremental refinements to existing models and measures (Albrecht, 2012).

In summa, Balakrishnan & Dr Masthan (2013) Apud Hewitt Associate (2006) define employee engagement as those who say, speak-positively about the organization, stay - desire to be an effective member and strive - and continue to perform beyond minimal requirements for the organization.

The first authors also point out that there are still unresolved issues about how best to conceptualize and measure engagement, but Hunt & Morgan (1995) consider viewing employment as permanent creates the best incentive both for the company and its employees to invest in upgrading skills. Additionally, more research is needed to ascertain the influence that organizational - and team - level variables such as organizational culture, organizational climate and team climate exert on employee engagement but one thing is for sure, engaged employees experience a compelling purpose and meaning in their work and gives their discreet effort to advance the organization's objectives.

When it comes to job engagement, Bakker (2011) consider it is more related to the eudemonic perspective (i.e., positive outcomes from the pursuit of objectives that are in some sense worthwhile), and it can be defined "in terms of high levels of energy and high level of involvement in work". Gaining the fidelity of internal customers is one of the goals so that the employees convey a positive image of the organization (Simões 2009).

Balakrishnan & Dr Masthan (2013) highlight the importance of monitoring the employees' readiness to deliver the expected results or far beyond the expected results. It is paramount important to keep employees engaged so that they will deliver their discretionary effort and it is a deciding factor which makes an organization an excellent one with the voluntarily involvement of its human resources. Albrecht (2012) Apud Maccey (2009) recently noted that «rarely has a term (...) resonated as strongly with business executives as employee engagement has in recent years».

One of the most important engagement strategies, according to Welch (2011), is internal communication. The author notes that it enables organizations to innovate and compete and has communication implications. To contribute to engagement, the organizational practice of internal corporate communication requires practical and theoretical consideration to enable communication perceived as appropriate by employees, and Albrecht (2012) Apud Xanthopoulou et al. (2009) identified that *team atmosphere* influences engagement, and job-resources have primarily been assessed with more *proximal* job-related variables such for career development.

**Table7.:** Claimed benefits of Engagement. (Corporate Leadership Council, 2004)

Engagement ROI
Increase total shareholder return by up to 47 percent
Reduce absenteeism
Better customer feedback
Less shrinkage of inventory
Higher sales

Simply put, people work harder because of the increased involvement and commitment that comes from having more control and say in their work; people work smarter because they are encouraged to build skills and competence; and people work more responsibly because more responsibility is placed in hands of employees further down in the organization. Pfeffer & Veiga (1999) and Balakrishnan & Dr Masthan (2013) add that using the organization's intellectual capital has become an important source of competitive advantage and an organization can acquire most of the assets similar to its competitor but cannot copy the skill and talent of the human resources of the competitor, thus, attraction, retention and motivation of high quality staff is specially critical in situations where the quality of the service is the only real differentiating factor between competitors (Rafiq & Ahmed, 2000).

Schaufeli et al. (2002) consider the three dimensions of employee engagement to be:

- Vigour (behavior);
- Dedication (emotion);
- Absorption (cognition).

And for Karanges (2014) Apud Schaufeli et al. (2006), the dimensions mentioned above are defined the following way:

- Vigour: high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties;
- Dedication: being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge;
- Absorption: being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

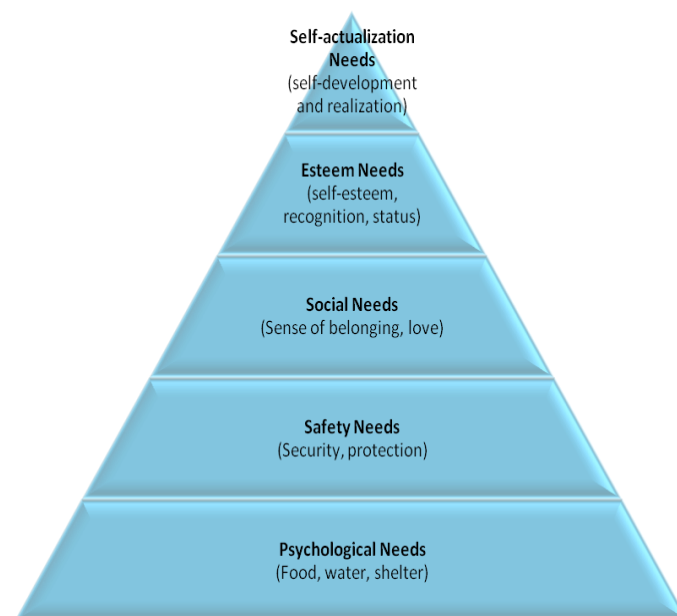
Bottom-line, employee engagement can be compared to what we know as being customers' loyalty, for engaged employees are inspired to go above and beyond the call of duty to help meet business goals and should not be seen as a cure-all once high-performing workforce first depends on the recruitment of high-quality, and once in place, engagement accounts for roughly 40 percent of observed performance improvements (Corporate leadership council, 2004).

#### **1.2.4 Motivations**

Farzad (2006) considers motivation to be the set of processes that moves a person towards a goal, and since it influences productivity, supervisors need to understand what motivates employees to reach peak performance. The same author presents straight forward factors that affect work motivation including individual differences, job characteristics, and organizational practices. Individual differences are the personal needs, values, and attitudes, interests and abilities that people bring to their jobs. Job characteristics are the aspects of the position that determine its limitations and

challenges. Organizational practices are the rules, human resources policies, managerial practices, and reward-systems of an organization. These motivators are considered job turn-ons. They are necessary for substantial improvements in work performance and move the employee beyond satisfaction to superior performance.

Farzad (2006) Apud Berl et al., (1984) point out that the employees within the lower levels of organizations are more likely to be motivated by lower order needs, therefore employees within the higher levels of organizations are more likely to be motivated by higher order needs. And these needs are a reflection of Maslow's Hierarchy of Needs, in which are identified five levels of needs, which are best seen as a hierarchy with the most basic needs emerging first and the most sophisticated ones last. People move up the hierarchy one level at a time. Gratified needs lose their strength and the next level of needs is activated.



**Figure2.:** Maslow's Hierarchy of Needs. (Kotler & Keller, 2016).

Non-financial internal marketing includes recognition programs, motivational practices and empowerment. And, empowerment of employee in their work is directly linked to their satisfaction. Empowerment is one among the non-monetary motivation tools which can satisfy the employees' intrinsic quest (Byju, 2013).

The other side of the coin can be considered as dissatisfactions, which occurs when the following hygiene factors, extrinsic or job context, are not present on the job: pay, status, job security, working conditions, company policy, peer relations, and supervision (Farzad, 2006).

**Table8.:** Motivation process: Criteria creation. (Bekin, 1995)

<b>Motivation process: Criteria creation</b>	
<b>1</b>	Priority to the motivation of the work group, highlighting partnership, cooperation and loyalty;
<b>2</b>	Individual appreciation within groups;
<b>3</b>	Inclusion based on company's values and goals;
<b>4</b>	Continuous reinforcement of an attitude based on shared values;
<b>5</b>	Rewards and prizes aimed at the entire group so all can benefit from the positive results;
<b>6</b>	Creation of an environment of integration within the company;
<b>7</b>	Employee engagement in planning and decision making;
<b>8</b>	Encouragement and creativity stimulus;
<b>9</b>	Delegation of authority according to the nature of the position held;
<b>10</b>	Adequate compensation.

### **1.3 INTERNAL COMMUNICATION**

#### **1.3.1 Definition and parameters**

Internal communication (IC) is operationally defined as the exchange of information both informal and formal between management and employees within the organization (Hayase, 2009; Balakrishnan, & Dr Masthan, 2013). Verčič et al. (2012) place internal communication's rise in the 1990s, in the US spreading thereafter to Europe, growing strength in the new millennium and recent initiatives point to the recognition



that internal communication is important and that it is a specialist domain unto itself, IC is the fourth element of Internal Marketing-mix and according to Inkotte (2000) it is the tip of the iceberg, or in another words, the visible part of the IM-mix program.

Welch (2011) considers the first priority for any communication plan to be reaching the intended recipients. Communicators can make a series of strategic decisions about attributes that increase the probability of communication reaching internal stakeholders. Such media attributes include controllability, usability and dissemination capability.

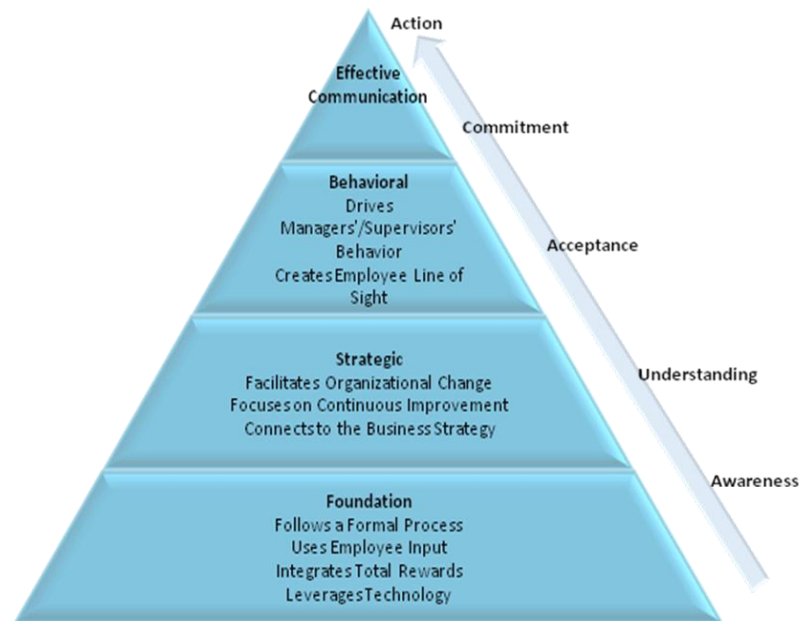
- **Controllability:** mediated communication can be classified on a control continuum from controlled, through part-controlled, to uncontrolled methods;
- **Distribution:** dissemination strategy. The authors observed that employees preferred information via email (push dissemination) or directed links to PDFs to having to find it for themselves by searching their intranet (pull dissemination). Push media are sent to employees (e.g. electronic or print newsletters sent directly to the employees). Pull media require employees to collect or go to the media, (e.g. collecting printed annual report from central location, searching for information on an intranet, attending CEO's annual address to staff, etc.);
- **Usability:** usability is a condition of effective communication (...) that enables employees to find information quickly, accurately, and in a satisfying manner.

When it comes to effective communication, different authors provide their point of view on the matter, complementing each other:

- **Yates (2006):** While effective communication may seem to be a vague or intangible concept, the reality is that top-performing companies engage in very specific communication practices that deliver quantifiable results. Organizations with effective internal communication use audits, objective assessments of behavior change, assessments of the impact communication has on job performance, and other hard measures to help gauge the effectiveness of internal communication programs.

- **White et al. (2010):** Ideally, internal communication strikes a balance between extremes. Communicating too little creates a vacuum that causes distrust and speculation. However, too much information can result in information overload or the paradox of plenty in which an overabundance of information is ignored.
- **Moreira (2011):** Internal communication is a strategic management tool, able to transform cultures, reinforce organizational identities and corporate image. An adequate internal communication is motivating, adding to the organizational success that is achieved through the employees' commitment, their identification with the company, their feeling of belonging and pride in being part of their team. Being a public relations tool, IC morphs people into institutional information replicators. These replications led to employee's motivation, adding to the organizational success. A motivated employee works with greater effort.
  - **Verčič et al. (2012):** What specific knowledge does a practitioner need to succeed in conducting internal communication and what skills should one have for the purpose? Knowledge-skill attributes were identified such as knowledge of multiple languages, writing and editing, basic psychology, organizing events, communicating and understanding different cultures, understanding of various media (online, video, print, etc.), understanding of research techniques, change management, project management, marketing, work with media, branding and design.

Yates (2006), presents the following graphic as a means of explaining how effective communication works and its importance:



**Figure3.:** Hierarchy of Effective Communication. (Yates, 2006).

Considering one-size-fits-all is highly inappropriate when applying internal communication, measuring the effectiveness of each action is mandatory and findings of the initial and most recent communication ROI studies show that organizations adept at facilitating change outperform their peers (Yates, 2006), so companies that want to improve communication effectiveness should consider taking the following actions:

- Create a documented communication strategy that is linked to the business and focuses on both deliverables and results;
- Conduct yearly communication planning to move towards a more proactive approach communication;
- Establish two-way communication channels that facilitate employee input into decisions;
- Give managers better tools and training so they can be successful as they take on a greater share of communication responsibility;
- Leverage a broad range of technologies to facilitate communication;
- Implement formal measures to assess the effectiveness of communication programs;

- For global companies, form a global advisory group to identify and voice local requirements, customize messages to meet local needs and cultural sensitivities, and secure buy-in among managers at the local level (Yates, 2006).

But not only communication effectiveness measures how employees feel towards organization's IC strategies, *information adequacy*, which is a measure of the relationship between information need and information received (White et al., 2010 Apud Richman & May, 2004) plays an equally important part.

What means information adequacy? According to White et al. (2010) it means that receiving a large amount of information is not necessarily the same as getting the right amount of information, so a balance should be created between what has to be said and what employees will actually attend to.

According to Yates (2006) even companies in the high-communication-effectiveness category could improve their communication practices, so for communication effectiveness and information adequacy to be achieved, robust metrics such as communication audits and objective assessments of behavior change and the impact communication has on job performance should be part of the comprehensive communication plan. The author adds that organizations that communicate very effectively are 26 times more likely to make extensive use of measurements to verify communication's contribution to organizational goals and 15 times more likely to benchmark their communication practices.

Welch (2011) considers that a medium of communication has an important influence in the dissemination of knowledge over space and over time, and for that reason different dimensions must be considered for beneficial internal communication relies on appropriate messages reaching employees in formats useful and acceptable to them.

Theoretically, according to Moreira (2011) internal communication encloses all the actions of communicating that are produced within an organization and the categories vary depending on its usage, broadcasting tools and function performed, and the diagnosis of structural and internal relationship problems helps identifying communication difficulties, threats, flaws and opportunities. This identification aims to

assist in creating a communication system appropriate to the existing culture in each body.

The author mentioned above considers that each organization must have a policy backed by a common language, open to everyone, when it comes to accessibility and 'should not' despise communication's multidirectional ways. It is far from enough to look at them as ascending or descending always subjected to a certain sort of communication filter. It is mandatory to ease the flow of information between peers and distinct services that is a way of developing the power of initiative and reaction.

When it comes to internal communication, Moreira (2011) presents the following clarifications:

IC grasps five types of communication:

- Horizontal communication: occurs among employees of a same department and contributes to the systematization and standardization of ideas;
- Sideward communication: is established between employees in different departments and is directed at the communication among employees that are not managers;
- Ascending communication: establishes a feedback and an effective communication once it arises from employees to managers, providing information to higher hierarchy levels;
- Diagonal communication: translates into the flow of information between employees in different departments placed in different hierarchy levels;
- Peer communication: translates into the flow of communication that happens between employees in the same level (e.g. managers, different departments).

IC grasps three levels of internal communication:

- Interpersonal communication: settles in the exchange of personal information among individuals with one-to-one interaction;
- Group communication: occurs between individuals of a group and generally translates into the holding of meetings;

- Organizational communication: emerges when the information is provided by the managers and reaches all the employees within the organization.

Associated to communication levels its formality must also be clarified, and it is divided in formal and informal:

- Formal communication: occurs across the chain of command, and is intrinsically connected with the organizational chart;
- Informal communication: is regardless of the formal structure, fosters a oral form that translates into a personal and direct contact among employees and their managers.

Types of information:

- Operational information: translates into commands that circulate, as a rule, across the organizational chart;
- Functional information: which content refers to instructions related to the execution of work, quality standards and different technical aspects;
- Motivating information: translates into disseminating mobilizing outputs.

Formal and informal communications get along side by side within organizations and are both crucial.

Internal media can be categorized by format as:

- Print (accessed on paper);
- Electronic (accessed on a piece of technology);
- Face-to-face (interpersonal).

Welch (2011) Apud White et al. (2010) found a preference for internal communication from a variety of sources with face-to-face communication valued for team and project peer communication as well as electronic communication via email. Noting that, Generation Y employees prefer traditional internal media despite a strong preference for social media in their private lives. Different internal communication preferences are often associated with different work roles, with managers favoring face-

to-face communication, and technicians showing a preference for written communication.

Verčič et al. (2012) reported that the internal communication function operates in five roles:

- Communicator (reporter/facilitator/democrat);
- Educator (trainer/coach);
- Change agent;
- Communication consultant (operational performance and process advisor);
- Organizational strategist (relationship manager).

And they also identified four domains within internal communication:

- Business communication (concerned with communication skills of employees);
- Management communication (focused on management skills and capabilities for communication);
- Corporate communication (focused on formal communication);
- Organizational communication (addressing more philosophical and theoretically oriented issues).

Integrated internal communication subsumes all four.

Internal communication is processed and asserted through a multitude of means, which require different tools: letters, incorporation letter, reports, leaflets, newsletters and brochures, reference material, reporting table or placard, personnel publications and enquiries.

### **1.3.2 Internal Communication: barriers and problems**

Carvalho (2012) acknowledges that IC is not always understood as it should, and it probably happens due to the lack of planning which leads to the creation of barriers, and the author, Apud Kunsch (1997), mentions four types of communication interferences:

- Personal – people can ease or complicate the communication within organizations, according to their personality, state of mind, emotions, their values and the way each individual behaves in different contexts;
- Administrative – are the result of how the organizations act and process information. Obstacles can arise with power relations, status of authority and information possession;
- Excess of information – is the most frequent barrier organizations have to face because of the lack of selection of that same information, overburdening employees with loads of information, translating into unnecessary meetings, and into an ever growing number of printed, electronic and telematic media;
- Incomplete or partial communications – This is the distorted information that reaches people, with no clear understanding they generate doubt to the receiver.

The same authors refer some of the general barriers:

- Mechanic or physic – the noise resulting from the environment communication devices, inadequate equipments that can complicate or prevent the reception of the intended message: which means, the communication is blocked by physical factors;
- Physiological – concerns genetic problems or malformation in the vital organs of speech;
- Semantics – occur from the inadequate use of a language unfamiliar to the receiver;



- Psychological – the biases and stereotypes that cause the distortion of the message.

Baptista (2009) Apud Ramos (1995) claims that most of the internal conflicts happen due to the absence of information and the lack of knowledge regarding the organization, therefore it can be concluded that the absence of information derives to mistakes and the raising of misinterpretations.

Baptista (2009) Apud Brault (1992) presents some of the problems occurred by the scarcity of internal communication management with organizations:

- Distance between departments;
- Disparity between motivated and effective employees and others who constantly raise arguments;
- Boards who do not exercise their internal communication role.

It can be concluded that the problems within internal communication occur due to the absence of information, different needs, the quality of the information and the accurateness with which it is applied and the nature of the relationships among those involved. An organized and goal oriented internal communication is the key so the above matters are avoided.

Empirical studies in applied communication among contemporary organizations report that IC is amidst the top five responsibility areas of public relations and communication management practitioners (Verčič et al., 2012), therefore, internal communication and the credibility of the sources is of vital significance (Moreira, 2011).

### **1.3.3 Employee perspective on Internal Communication**

Welch (2011) considers that to be effective, the communication methods need to be appropriate and acceptable to internal stakeholders, and stakeholder groups can be break down into four dimensions (Verčič et al., 2012):

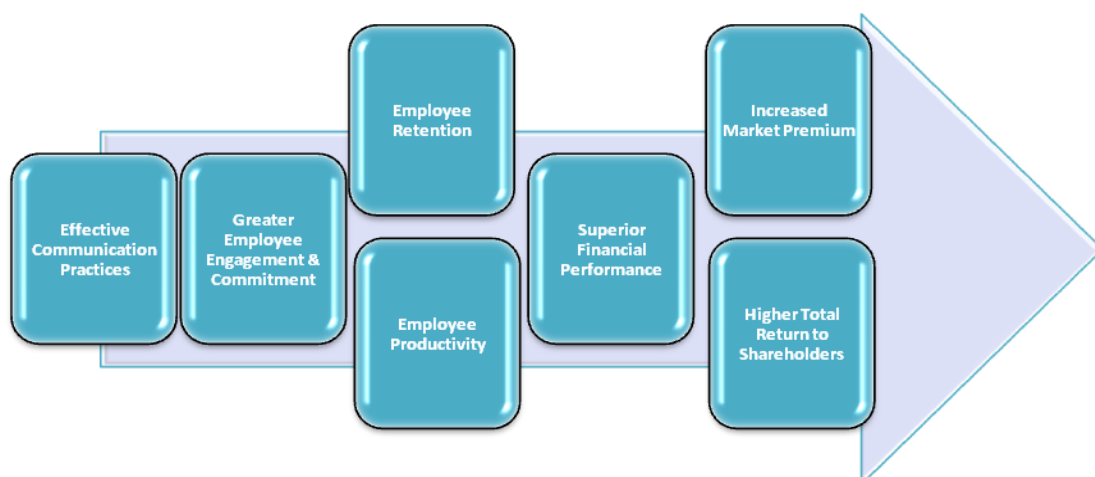
- Internal line management communication;

- Internal team peer communication;
- Internal project peer communication;
- Internal corporate communication.

An organization that succeeds in communicating desirable values and goals also may succeed at making employees identify with the organization, which predisposes employees to speak positively about the organization and thus influence other key stakeholders (White et al., 2010).

Successful internal communication can promote employee awareness of opportunities and threats, and develop employee understanding of their organization's changing priorities. It can contribute to organizational commitment and play a part in developing a positive sense of employee identification (Welch, 2011) and internal stakeholders with sufficient information about their organization are less likely to spread rumors and more likely to defend the organization (White et al., 2010 Apud Cabbage, 2005).

Yates (2006) points out that companies that reach this top tier are able to drive behavioral change in their employees - change that translates into action that produces positive business and financial results once effective internal communication can enhance corporate reputation and credibility White et al. (2010).



**Figure4.:** Communication Effectiveness Drives Superior Financial Performance. (Yates, 2006).

But are employees aware of the importance of internal communication as a means to increase their organizational happiness? Throughout this project this is the question one will seek answered.

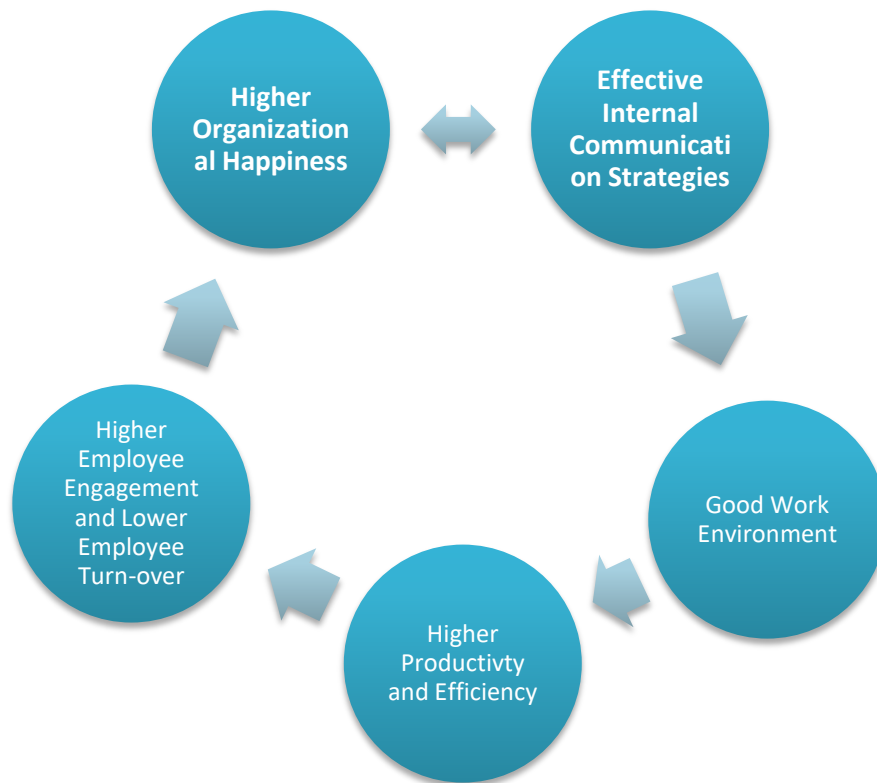


## CHAPTER 2 – INVESTIGATION MODEL AND HYPOTHESES

Considering the constructs sought to analyze throughout this research, in this chapter a model of investigation will be suggested and its associated hypothesis.

### 2.1 Investigation Model

The following investigation model supposes, according to the literature review, a correlation between effective models of internal communication and high levels of organizational happiness.



**Figure5.:** Investigation Model (own authorship, 2017)

The previous model is supported by the topics mentioned, by various authors, throughout this study, and it shows the correlation between internal communication and organizational happiness and the path taken in order for that correlation to be achieved.

The model provides insight into the actions the correlation affects regarding the internal customers and the cycle travelled from the moment effective internal communication models are put into practice, and the moment it affects employees, and their views on the company and their roles.

These views work the same way 'customers' loyalty' does, ICs become advocates for the company's good practices, speak thoroughly about it, and 'sell' its image even outside the premises, and ultimately it results in decreased personnel costs due to the low employee turn-over.

## **2.2 Investigation Hypothesis**

A scientific hypothesis is the initial building block in the scientific method. Many describe it as an "educated guess," based on prior knowledge and observation.

And to start listing the hypothesis for this study, it is crucial to bear in mind the key question:

*'Is there a correlation between internal communication and organizational happiness?'*

**H1.: There is a correlation between effective internal communication models and low levels of employee turn-over.**

When information travels through stakeholders in more than one direction, employees are aware of the company's projects and goals, and feel that their needs are listened to. The information has to be target-appropriate and limited in quantity so not to be turned into static, therefore improving employee engagement. Forbes website (2016) concludes by saying "the more you cater your message to a niche audience, the more effective it will be".

**H2.: Organizations that utilize a mixture of communication channels experience high levels of organizational happiness.**

Internal communication channels should be used according to the message or campaign one wishes to send across and, more importantly, the audience. Assessing the last ones right, and adopting the channels accordingly, will help the information to land causing the maximum blow amongst receivers. Roles and workstations must also be considered, once minimal effort to access the information will mean more enthusiasm in receiving it. Whatever the mix is, two-way and inclusive communication will certainly improve employee engagement which is directly linked to organizational happiness.

**H3.: There is a positive relationship between lower personnel costs and effective internal communication strategies.**

Considering effective internal communication strategies have an impact in improved employee engagement, thus lower employee resignations, costs HR face when employing new members can be redirected to budgets enhancing employees' quality of life within companies. These costs are lowered by maintaining durable relationship with the employee, consequently reducing turn-over.

**H4.: Internal Customers who are satisfied with the means of communications utilized by the company experience high levels of employee engagement.**

Considering the days of one-size-fits-all are over, companies need to consider their target and messages. In this fashion, it becomes necessary to adjust the broadcasting methods to the workforce accessibilities and tastes. If employees only have a means of communicating, it is more likely for the morale to drop alongside performance, loyalty, and ultimately engagement.





## **CHAPTER 3 – METHODOLOGY**

### **3.1 Introduction**

Research in common parlance refers to a search for knowledge (Kothari, 2004), but research methodology is defined, according to the Business Dictionary website, as the process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information, but methodology itself, implies, according to the University of Manchester website, more than simply the methods you intend to use to collect data. It is often necessary to include a consideration of the concepts and theories which underlie the methods. For instance, if one intends to highlight a specific feature of a sociological theory or test an algorithm for some aspect of information retrieval, or test the validity of a particular system, you have to show that you understand the underlying concepts of the methodology.

Approaches on research methodologies are intrinsically connected with the type of questions one wants to see answered, and every stage should present clear reasons and justifications. Quantitative data means graphics and statistics will be presented throughout the conclusions for they will provide a concise vision of the results gathered from the surveys. All this encloses empirical research, in which typical contributions entail an evaluation of either new or more recent data sources and/or application of a new methodology (Berik, 2010).

The next chapter aims to characterize and justify the research methodology executed, considering the objective of this research was to test hypothesis between three variables, internal marketing, internal communication and organizational happiness, as well as gaining closeness with the topics previously mentioned.

To Suzin (2003) Apud Brum (1994) internal communication and internal marketing can be defined as the set of action which goal is to make common, among organizations' employees, its purposes, targets and results.

This research was conducted considering the construction of a masters' project, whose core role is to present a link between internal communication and organizational happiness and its influence on job performance and employee engagement.

### 3.2 Data collection methods

Generally speaking, the focus of this research was a universe of employed people, all Portuguese speakers, and the aim was to conduct a quantitative and empirical data research. PennState University Libraries website considers the key characteristics to look for in an empirical research to be the following:

- **Specific research questions** to be answered;
- Definition of the **population, behavior, or phenomena** being studied;
- Description of the **process** used to study this population or phenomena, including selection criteria, controls, and testing instruments (such as surveys).

And to answer the points presented above a literature review was conducted considering the variables tested, and some sub points crucial to the understanding of the matter studied. The knowledge presented in the literature review is based on different authors' point of view on the matter and whose input is fundamental to the execution of this project.

Adding to the literature review, a quantitative research was performed in order to observe and analyze the results provided. Experiences that can only be expressed in quantity terms are considered quantitative research, and the observation of these experiences is designed as empirical research. The latter, allows coming up with conclusions verified by the researcher and the experiments. Kothari, (2004) points out that in such researches, working hypothesis must first be found or guessed as to the probable results, the data will then prove or disprove such hypothesis. This research was achieved more precisely through self-completion questionnaires:

- A series of questions that the respondent answers on their own. Self-completion questionnaires are good for collecting data on relatively simple topics, and for gaining a general overview of an issue. Questionnaires need to have clear questions and an easy to follow design.

These questionnaires had been previously authenticated by various authors for the questions focused on specific and previously studied matters, such as organizational happiness and internal communication, and, according to Kothari, (2004) their inclusion in a masters' project methodology can be referred to as descriptive research, which major purpose is the description of the state of affairs, and in social sciences and business research it is often called *Ex post facto* research.

Descriptive research's main characteristics are:

- The researcher has no control over the variables;
- The research can only report the results.

Even though the variables are out of the researcher's control, *Ex post facto* studies may include experiments in discovering causes.

### **3.3 Research approach**

Similar to the research itself, the approach must be quantitative; the data is generated in quantitative forms and is subjected to rigorous quantitative analysis in a formal and rigid fashion. This approach can further be sub-classified into inferential approach (Kothari, 2004, pp.5), the purpose of this type of research is to form a data base from which one can assume specific characteristics of the population, this analyses is done statistically through IBM SPSS software. This means what is usually intended when using surveys as a means of research, creating a sample of the population studied to determine certain characteristics. Additionally, an experimental approach was taken, this type is characterized by the control over the research environment, the universe studied – Portuguese speakers and employed people.

Opinion research was also used in this project, here not only the literature review matters, but also a mapping of views, through surveys, is relevant. This opinion research was comprised of two individual surveys, the first one assessing organizational happiness and the other appraising the level of satisfaction towards the internal communication strategies introduced in the organization one works for.

### **3.4 Survey's justification**

This step's aim is to define the universe or the population studied, and the characteristics of this enquiry field are a population of 200 people, all of them employed and Portuguese speakers. Besides providing information regarding the variables studied, the survey also affords demographic information. Demographic information is the socioeconomic characteristics of a determined population, such as, age, sex, education level, income level, occupation, etc..

The surveys implemented had previously been validated in different studies once the topics touch previously discussed matters within the marketing and human resources management fields. The survey was subdivided into three surveys, the first part questioning about Organizational Happiness, assessing the level of happiness within the organization and on the job performed, all but two inquiries were direct answer questions, being the ones that the respondent was obliged to answer. The second part focused on internal communication within the company the responding considered in the first part. Similarly to the first part, all the questions presented in the second part are direct answer questions. The questions conferred in both parts follow the Likert scale, with given answers from 1 to 5.

The demographic and last part of the survey intends to segment the sample studied, through age, sex, and academic level, time performing the duty, years in the organization, job performed and line of business. Unlike the other parts of the survey, in this last one, all but two inquiries were open-ended questions.

### 3.5 Data collection and survey's implementation

A single interpretation of reality does not exist. There is no explicit 'condition' or 'situation' that everyone interprets as universal reality. Jonker & Pennink (2010, p.3).

For this project, a non probability sample was taken into consideration. Non probability samples mean the sample used to study the universe was not chosen randomly, for its characteristics were determined thoroughly in order to mirror a specific branch of the society, and the respondents were chosen according to their accessibility to the survey. The disadvantage of this type of sample is that a large part of the population was left not surveyed, either for the lack of access to the survey or for not presenting the characteristics expected.

**Table9.:** Non-probability sampling. (Explorable website, 2009)

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#### Types of non-probability sampling

Convenience sampling: the samples are selected once they are of access to the researcher. This technique is looked at as easy, cheap and less time consuming.

Consecutive sampling: similar to the convenience, even though it pursues to include all accessible subjects. Can be considered the best non-probability sampling because of the inclusion of all the available subjects' factor, in that sense providing a better representation of the society.

Quota sampling: presents equal and proportional representations, depending on what is considered the basis of the quota.

Judgmental sampling: also known as purposive sampling, the choice of the subjects bears a specific purpose in mind. Some subjects may appear to be fit for the sample than others.

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Snowball sampling: used when the population is small in size. Here subjects identified themselves meeting the required research criteria. Due to the small size, this sampling is hardly representative.

Like previously mentioned, the intent of sampling the population is to create a group whose characteristics will represent a bigger one, and in this project's case the intention was to have a representation of the working population. The sample is composed of 200 answers, and during the period they were on, the means of broadcasting was mainly online, through social media and emails, namely Facebook, Instagram, LinkedIn and Gmail. The survey was created using the esurveycrator.com platform, and the surveys were open until the 15<sup>th</sup> of May, 2017.

Regarding the universe of this project, the majority of the respondents were female, 74.5%, against 25.5% of individuals of the male sex. Not surprisingly, the most part of the respondents claim to have college education, in a total of 97 answers (65, 1%). With this being said, is important to clarify that sample size, usually referred as  $n$ , is what one uses to calculate a group of statistics considering the amount of individual data collected. In order for errors to be avoided, the larger the number of respondents the better.

### **3.6 Statistical analysis**

For the statistical analysis of the collected data the used software was IBM SPSS Statistics software whose findings are presented throughout the next chapter.

According to Morais (nd) Apud Herrero & Cuesta (2005), the measurement process has four distinct levels:

- Variable: the propriety one intends to measure;

- Attribute: the degree to which the measured propriety manifests itself (low, medium, high);
- Value: way of expressing the attribute in numerical form;
- Correlation: connection between the various variable values.

With the above in mind, the data analysis chapter starts by characterizing the respondents of the survey, followed by the tests of their answers. The tests were as follows:

- **Reliability:** Internal communication and organizational happiness factors are tested through Chronbach's Alpha test.
- **Variable validations:** Factors analysis through KMO and Bartlett's tests. These tests study the strength of the correlation between the factors presented above, as well as their convergence.
- **Correlation analysis:** Pearson correlation significance tests the positiveness/negativeness of the factors.





## CHAPTER 4 – DATA ANALYSIS

During this chapter results will be presented, but first and furthermore a characterization of the respondents considering the variables that define their portrayal.

An analysis between the theoretical constructs will allow identifying the effectiveness between the two.

### 4.1 Characterization of the respondents

200 answers were provided by Portuguese speakers, belonging to the working population. Out of these 200 answers only the completed ones will be considered, representing 149 which will represent the demographic characterization.

The collection of the data was conducted online by means of application of a quantitative survey that, as previously referred, was composed by three parts, the first one regarding the levels of organizational happiness, the second one concerning the effectiveness of the internal communication strategies, and lastly the characterization of the respondent.

When it comes to gender, females represent the majority with 74.5% of the answers.

**Table10.:** Gender representation.

Gender	Frequency	Percentage
Female	111	74.5%
Male	38	25.5%
=	149	100%

Regarding the age group, the gap encompasses ages from 23 to 72, this happened due to the fact it was an open question that later was categorized into age brackets to

facilitate its reading. The highest percentage belongs to the group concerning 23 to 29 year olds with 24.82%, with the lowest being the gap represented by the 62 to 72 year olds (4.70%).

**Table11.:** Age brackets representation

Age	Frequency	Percentage
23 - 29	37	24.82%
30 - 36	16	10.74%
37 - 42	21	14.09%
43 - 48	22	14.77%
49 - 54	22	14.77%
55 - 61	24	16.11%
62 - 72	7	4.70%
=	149	100%

When it comes to academic qualifications, holders of a university degree represent 65.10% of the sample, and secondary education represents the second largest percentage of the enquirers.

**Table12.:** Academic qualifications representation

Academic Qualifications	Frequency
University Degree	65.10%
Secondary Education	24.16%

<b>Basic Education</b>	<b>8.72%</b>
<b>Vocational Educational</b>	<b>2.01%</b>

When surveyed about the period of time they have been performing their actual job, nearly half of the respondents answered ‘more than ten years’ (47.65%), and, on the opposite side of the spectrum, the interpretation with fewer respondents, 9.40%, is the option ‘less than one year’ .

**Table13.:** performance of current duties representation

<b>Performance of current duties</b>	<b>Frequency</b>
<b>Less than a year</b>	<b>9.40%</b>
<b>1 – 2 years</b>	<b>14.8%</b>
<b>3 – 5 years</b>	<b>17.40%</b>
<b>6 – 10 years</b>	<b>10.70%</b>
<b>More than ten years</b>	<b>47.70%</b>

When answering the premise ‘the internal communication available in my company is enough’, the results are varied, not demonstrating a certain position. In this question, the respondents were supposed to point out how much they agreed, or not, with the presumption.

**Table14.:** internal communication analysis representation

Premise	Frequency
1. Totally disagree	11.30%
2.	25.80%
3.	32.50%
4.	23.20%
5. Totally agree	7.30%

#### 4.2 Reliability

Cronbach's Alpha test was conducted in order to analyze the reliability, this test scans reliability on a scale from 0 to 1, only being considered positive when the values are superior to 0,7.

##### Reliability Statistics

Cronbach's Alpha	N of Items
,984	76

##### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OH_1	258,714	2898,380	,619	,984
OH_2	258,826	2912,357	,521	,984
OH_3	259,130	2882,439	,694	,984
OH_4	258,665	2906,849	,518	,984
OH_6	258,913	2895,455	,631	,984
OH_7	259,522	2874,489	,691	,984

OH_8	259,242	2901,972	,511	,984
OH_9	259,273	2870,800	,763	,984
OH_10	258,925	2874,744	,742	,984
OH_11	258,764	2883,306	,705	,984
OH_12	259,534	2867,300	,771	,984
OH_13	259,068	2878,964	,676	,984
OH_14	259,205	2863,739	,816	,983
OH_15	259,137	2872,619	,758	,984
OH_16	259,161	2871,999	,740	,984
OH_17	258,683	2895,455	,619	,984
OH_18	259,472	2874,513	,654	,984
OH_19	259,342	2857,026	,788	,984
OH_20	259,478	2878,701	,703	,984
OH_21	259,764	2878,794	,589	,984
OH_22	259,820	2885,286	,571	,984
OH_23	259,627	2884,010	,599	,984
OH_24	259,149	2871,690	,726	,984
OH_25	259,149	2862,590	,784	,984
OH_26	259,311	2875,440	,689	,984
OH_27	258,907	2885,185	,653	,984
OH_28	259,304	2874,363	,704	,984
OH_29	259,609	2868,290	,752	,984
OH_30	259,255	2877,578	,716	,984
OH_31	259,478	2873,489	,721	,984
OH_32	259,696	2880,901	,694	,984
OH_33	259,509	2873,814	,652	,984
OH_34	259,497	2851,539	,772	,984
OH_35	259,447	2860,424	,805	,984
OH_36	259,248	2866,563	,784	,984
OH_37	258,994	2877,694	,719	,984
OH_38	259,783	2854,246	,804	,983
OH_39	259,478	2851,401	,829	,983
OH_40	258,441	2918,586	,468	,984
OH_41	258,391	2914,140	,527	,984
OH_42	258,733	2898,947	,594	,984
OH_43	258,957	2918,117	,368	,984
OH_44	258,994	2897,006	,562	,984
OH_45	259,193	2879,869	,618	,984
OH_47	258,509	2898,414	,626	,984
OH_48	258,720	2889,053	,678	,984
OH_49	259,000	2898,700	,584	,984

OH_50	258,534	2906,788	,502	,984
OH_51	258,708	2893,458	,474	,984
OH_52	259,199	2868,185	,764	,984
OH_53	258,882	2866,430	,769	,984
OH_54	258,807	2874,694	,701	,984
OH_55	259,236	2871,019	,717	,984
OH_56	258,963	2863,561	,736	,984
OH_57	259,137	2861,294	,771	,984
OH_58	258,857	2870,523	,788	,984
OH_59	259,087	2874,430	,791	,984
OH_60	259,093	2869,985	,798	,984
OH_61	259,609	2870,390	,766	,984
OH_62	259,559	2868,036	,786	,984
OH_63	259,671	2890,535	,540	,984
OH_64	259,180	2890,999	,661	,984
OH_65	259,043	2882,954	,655	,984
OH_66	258,317	2922,355	,440	,984
OH_67	259,093	2885,860	,687	,984
OH_68	258,453	2904,362	,551	,984
OH_69	258,242	2926,410	,387	,984
OH_70	258,795	2888,926	,594	,984
OH_71	258,596	2892,767	,592	,984
OH_72	258,807	2879,831	,647	,984
OH_73	259,354	2865,843	,695	,984
OH_74	259,043	2906,679	,474	,984
OH_75	259,317	2866,418	,701	,984
OH_76	259,112	2865,487	,695	,984
OH_77	259,311	2883,240	,579	,984
OH_79	258,435	2927,997	,410	,984

#### Reliability Statistics

Cronbach's Alpha	N of Items
,870	21

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IC_5	67,821	124,814	,287	,870

IC_80	67,662	118,012	,569	,860
IC_81	68,219	124,052	,268	,871
IC_82	67,709	116,821	,540	,861
IC_83	68,119	114,839	,629	,857
IC_84	67,404	121,656	,472	,864
IC_85	68,775	129,762	,035	,881
IC_86	67,808	121,290	,495	,863
IC_87	67,576	117,632	,637	,858
IC_88	67,609	116,880	,634	,858
IC_89	67,689	117,869	,591	,859
IC_90	68,113	119,327	,489	,863
IC_91	67,530	117,437	,666	,857
IC_92	67,265	118,383	,540	,861
IC_93	67,391	119,653	,590	,860
IC_94	67,026	120,346	,536	,862
IC_95	67,185	121,592	,463	,864
IC_96	67,397	119,361	,547	,861
IC_97	67,172	127,250	,182	,873
IC_98	67,305	125,347	,317	,868
IC_99	67,358	126,151	,268	,870

It is observable that both factors (organizational happiness and internal communication) present high levels of reliability, with Cronbach's values at 0,984 and 0,881. As a means of understanding, it is important to highlight that Cronbach's values vary between 0 and 1, being reliable when superior to 0,7.

### **Organizational Happiness and Internal Communication**

Analyzing the variable presented, the organizational happiness model, the value, according to Cronbach's Alpha, is .984 in 76 items, translating into a high level of reliability.

When it comes to the internal communication model, the value is not as eminent as the previous one, but still indicates a favorable level of reliability, showing a value of .870 in 21 items.

Therefore, it is concluded that both models show significant levels of reliability, with both models presenting values exceptionally close to 1, which express the focus-oriented and consistency of both surveys.

### 4.3 Variables Validation

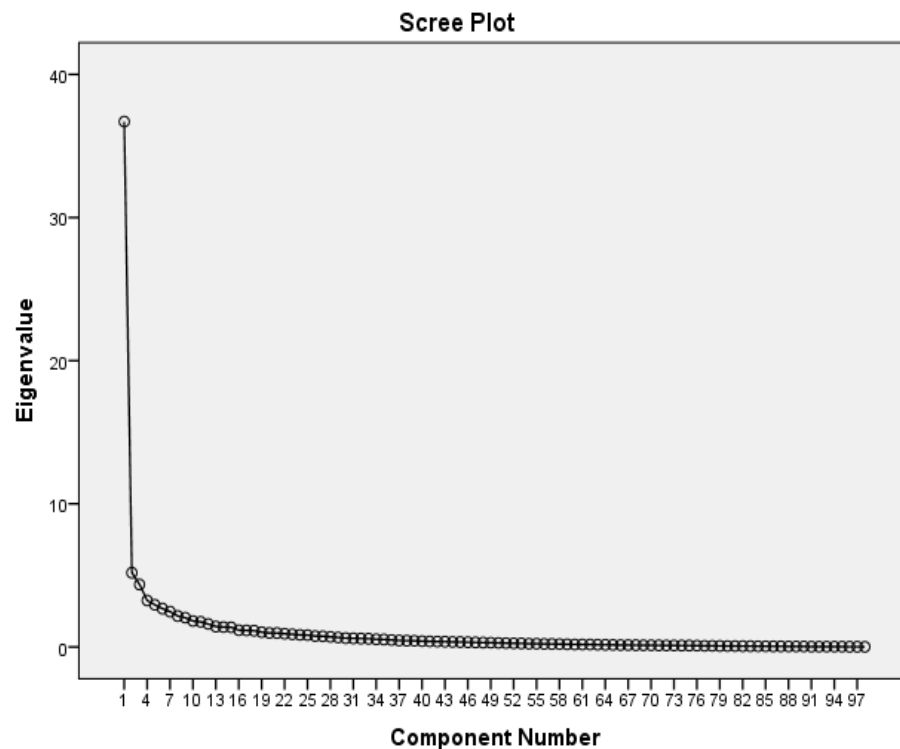
#### 4.3.1 Factor Analysis

For the factor analysis KMO and Bartlett's test and values are presented.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,934
Approx. Chi-Square		12298,745
Bartlett's Test of Sphericity	df	2850
	Sig.	,000

The KMO test presents a 0.934 value which means that the quality of the analysis of the primary components is good.

The Barthlett's Test of Sphericity evaluates the hypothesis of the variables not being correlated, and in this specific case the hypothesis is declined once the significance level is 0.





The Scree Plot indicates the prominence of the internal communication and organizational happiness factors.

If we consider that, for each component, the highest value means a better correlations representation is present, it is increasingly supported if the variable shows a lower level of correlation with the other components present in the rotated component matrix tables below.

**Internal Communication Factor:**

Rotated Component Matrix <sup>a</sup>						
	Component					
	1	2	3	4	5	6
IC_88	,859			,217		
IC_87	,843		,113	,192	,155	
IC_89	,799	,168		,176		
IC_86	,665	,230			,334	
IC_91	,603	,221	,148	,406	-,124	,272
IC_84	,498	,161		,314	,116	-,390
IC_92	,482	,298	,373		-,202	,455
IC_95		,898		,130		-,119
IC_96	,103	,886		,155	,144	
IC_93	,265	,824				
IC_94	,292	,521	,377	,158	-,108	
IC_99	,120		,870		,148	-,165
IC_98		,170	,818	,110		-,244
IC_97			,749		-,147	,243
IC_82		,165	,168	,875		
IC_83	,289	,275	-,103	,753	,124	,123
IC_80	,409			,631	,133	
IC_5	,157	,167			,736	
IC_81				,379	,569	,263
IC_85	-,108		-,125		,308	,668
IC_90	,353	,340	-,312	,327	,232	,355

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 16 iterations.

Total Variance Explained				
Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
	Cumulative %	Total	% of Variance	Cumulative %
1	31,342	3,983	18,965	18,965
2	42,898	3,076	14,648	33,612
3	52,262	2,484	11,826	45,439
4	59,232	2,470	11,764	57,203
5	64,592	1,350	6,428	63,631
6	69,716	1,278	6,085	69,716
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				

Extraction Method: Principal Component Analysis.

#### Internal Communication Factor variables:

- V5      The communication in the organization is easy.
  
- V80     I consider the internal formal 'media' (newsletter, informative emails, etc.), Bosses and/or informal discussions with my peers to be the main source of information about my organization.
  
- V81     I consider discussions with people from other companies in the same field of activity, discussions with people from different line of business and/or TV/newspapers/journals as to be my main source of information about my organization.

- V82 Newsletters and/or internal mails are the resources that provide more information about my organization.
- V83 Internal information systems and/or HR portals are the resources that provide more information about my organization.
- V84 The moment I receive internal publications I read them thoroughly/ have a quick look.
- V85 The moment I receive internal publications I store/ discard them.
- V86 The subjects publicized are a talking point between me and my peers.
- V87 In the internal publication I am fond of reading about the evolution and the activities of the organizations, as well as the economical environment, the market and the competition.
- V88 In the internal publication I am fond of reading about top management decisions and expectations.
- V89 In the internal publications I am fond of reading about politics, protocols and corporate responsibility.
- V90 The existing internal communication is enough.
- V91 I consider that official documents, company publications and/or the intranet contribute for the employees to have a better understanding of the global goals.
- V92 I consider training, meetings with the department and day out (meetings outside the company for socializing) contribute better so the employees are aware of the overall objectives pursued by the company.
- V93 I consider myself conscious about the organization.
- V94 I consider it is very important for my job to be informed about the company goals.
- V95 I am well aware of the company's mission.
- V96 I am familiarized with the company strategic goals.
- V97 I consider that regular department meetings, social gatherings and/or training should be further developed within the organization.
- V98 I consider that newsletters, informative boards/placards and/or suggestions/complaints systems should be further developed in the organization.

V99 I consider emails, internal notes and/or the intranet should be further developed in the organization.

Considering the analyses done to the correlation between the components and the variables, and where the IC factor is concerned, the most representative correlations are:

- Component 1 – Variable 88 (In the internal publication I am fond of reading about top management decisions and expectations);
- Component 2 – Variable 95 (I am well aware of the company's mission);
- Component 3 – Variable 99 (I consider emails, internal notes and/or the intranet should be further developed in the organization);
- Component 4 – Variable 82 (Newsletters and/or internal mails are the resources that provide more information about my organization);
- Component 5 – Variable 5 (The communication in the organization is easy);
- Component 6 – Variable 85 (The communication in the organization is easy).

#### Organizational Happiness Factor:

Rotated Component Matrix <sup>a</sup>													
	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
OH_33	,783	,131	,189	,156	,132								-,103
OH_34	,762	,268	,116	,134	,170	,159		,216					
OH_32	,737	,241	,149	,166	,165	,141		-,164					
OH_31	,730	,283	,103	,121	,228		,138				,104	,156	-,111
OH_29	,688	,156	,150	,136	,182		,161	,201		,159	,143	,199	,108
OH_62	,682	,197	,134	,385			,174	,197	,132	,168		-,132	
OH_35	,672	,262	,173	,207	,111	,236	,117	,220				,124	
OH_38	,636	,289	,176	,230	,134	,206	,147	,182					,280
OH_36	,624	,518	,145	,192	,226								,207
OH_7	,607	,155		,181		,277	,127		,136	,185	,145		
OH_28	,602	,242	,192	,125	,196			,167	,156	,129		,446	
OH_19	,580	,514	,101	,140	,101	,289				,212	,115		

OH_61	,579	,204	,190	,382	,190	,163	,228			,154			,237
OH_67	,575	,111	,409		,221	,160		,153	,218		,134		-,124
OH_12	,567	,161	,136	,142	,236	,453	,226		,152		,123		,138
OH_39	,555	,371		,227	,219	,226	,221	,322			,103		,136
OH_20	,546	,358	-,103	,303	,155	,194	,215		,146			-,182	-,179
OH_3	,541	,116		,535		,210	,238				,117		
OH_60	,540	,309	,179	,474		,208	,122	,207				,157	
OH_30	,529	,342			,436		,149	,127			,104	,203	
OH_13	,527	,140			,243	,364		,212	,172	,102			,280
OH_14	,514	,345	,103	,298	,192	,373		,215	,164	-,141	,299	,108	
OH_15	,509	,325	,152	,333		,234		,193	,146		,424		
OH_21	,484	,348		,246	,118	,136				,115			-,187
OH_45	,460	,269	,139	,240	,216		,187	,289				-,113	,323
OH_24	,248	,732	,179		,208	,146	,239	,114					
OH_56	,417	,644	,243			,149			,302	,101			
OH_25	,289	,643	,168	,160	,345	,207	,162	,163		,113			
OH_53	,411	,632	,200	,161	,108			,115	,353		,116		,100
OH_54	,379	,619	,264	,141				,117	,325		,153		
OH_52	,492	,596		,174	,168			,240	,195		,141		-,103
OH_55	,509	,582	,160					,238	,133				
OH_26	,139	,576	,298	,205	,241	,180	,211	,175		,104			,265
OH_76	,304	,558	,169		,172	,297	,223			,131		,185	-,113
OH_17	,274	,551		,216		,206				,282	,368		
OH_16	,498	,547		,247		,167		,190	,125		,274		
OH_75	,442	,547	,163		,126	,226	,192	,122	-,120	,147		,173	
OH_18	,454	,510				,284		,128		,271	,160	-,229	
OH_58	,288	,441	,313		,202	,413	,152	,245	,225	,110			,253
OH_48	,200	,434	,302	,144	,127	,170	,240		,299	,284	,198	,162	,211
OH_66	,204		,779			,132	,159					-,105	
OH_68	,222	,111	,770			,121		,168	,190				
OH_69		,103	,744			,142		,126	,245	,244	,118		
OH_40		,285	,668	,228					-,208		,214	,290	
OH_41		,317	,573	,309	,114	,149	,109					,441	
OH_65	,491	,116	,569		,179		,122	,233			,138	-,290	
OH_47	,168	,494	,559	,112	,113		,182		,218		-,140		,153
OH_64	,381	,134	,450		,324		,310	,355	,105		,131	-,139	-,178
OH_42	,316	,338	,413	,255			,211		-,100				-,410
OH_70	,130	,376	,403		,335	,151	,173	,167		,216			
OH_4	,218		,142	,731		,104	,102	,166	,200	,144		,117	-,119
OH_2	,324		,164	,694							,308		,121
OH_1	,289	,147		,606	,147	,264	,198	,156	,109			,115	

OH_8	,265	,223	,229	,594	,197	,142	-,170			,143	-,240	-,169	
OH_59	,410	,333	,127	,467		,325	,204	,230	,112			,109	
OH_22	,248	,140		,125	,855	,136	,150						
OH_63	,252	,142			,835		,103	,118					
OH_23	,316	,139			,796	,129	,161	,134					
OH_11	,289	,265	,209	,233		,714		,159			,148		
OH_10	,293	,232	,244	,309	,158	,646	,173	,172					
OH_9	,343	,349	,247	,289	,180	,583				,109			
OH_57	,301	,469	,231	,183	,164	,512	,124	,230	,128				
OH_43					,112		,898						
OH_74	,174	,111			,144		,858	,176	,103				
OH_44	,149	,211	,151	,172	,176	,104	,782				,159	,114	,153
OH_72	,203	,249	,122	,103	,205	,245	,149	,730	,155			,141	,115
OH_71	,216	,270	,243	,189	,109	,271		,655	-,119				-,176
OH_73	,477	,225		,254			,112	,649		,109			,110
OH_50	,144	,185	,188	,191	,139	,110	,177		,649	,115	,132		
OH_51		,526	,196	,128		,210	,198		,530				
OH_79	,100	,164	,469	,172						,632			
OH_77	,429	,157	,146		,104	,172	,313			,590			
OH_6	,349	,208		,104	,317	,171	,240		,206	,133	,535		
OH_49	,194	,181	,213		,340	,139	,311		,379	,221	,387	-,189	
OH_27	,360	,198	,267	,256	,258			,289	,206			,454	
OH_37	,350	,404	,363	,143	,293	,186	,141					,163	,428

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 25 iterations.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	35,107	46,194	46,194	35,107	46,194	46,194	14,023	18,451	18,451
2	3,839	5,051	51,245	3,839	5,051	51,245	9,439	12,420	30,870
3	3,026	3,981	55,227	3,026	3,981	55,227	5,932	7,806	38,676
4	2,589	3,406	58,633	2,589	3,406	58,633	4,744	6,242	44,918
5	2,139	2,814	61,447	2,139	2,814	61,447	4,313	5,675	50,593
6	1,854	2,440	63,887	1,854	2,440	63,887	3,966	5,218	55,812
7	1,653	2,175	66,062	1,653	2,175	66,062	3,846	5,060	60,872

8	1,562	2,055	68,117	1,562	2,055	68,117	3,103	4,083	64,954
9	1,474	1,940	70,057	1,474	1,940	70,057	2,192	2,884	67,839
10	1,251	1,646	71,702	1,251	1,646	71,702	1,685	2,218	70,056
11	1,119	1,473	73,175	1,119	1,473	73,175	1,605	2,112	72,168
12	1,034	1,360	74,535	1,034	1,360	74,535	1,437	1,891	74,059
13	1,002	1,318	75,854	1,002	1,318	75,854	1,364	1,795	75,854
14	,941	1,238	77,092						
15	,907	1,194	78,285						
16	,808	1,063	79,349						
17	,777	1,022	80,371						
18	,751	,988	81,360						
19	,714	,940	82,299						
20	,708	,931	83,230						
21	,678	,892	84,123						
22	,595	,783	84,906						
23	,575	,757	85,663						
24	,546	,718	86,381						
25	,534	,702	87,084						
26	,502	,660	87,744						
27	,469	,617	88,361						
28	,437	,575	88,937						
29	,420	,553	89,489						
30	,411	,540	90,029						
31	,392	,516	90,545						
32	,383	,503	91,048						
33	,365	,480	91,529						
34	,338	,444	91,973						
35	,325	,428	92,401						
36	,318	,418	92,819						
37	,306	,403	93,222						
38	,290	,382	93,604						
39	,274	,361	93,965						
40	,265	,349	94,313						
41	,251	,331	94,644						
42	,244	,321	94,965						
43	,238	,314	95,279						
44	,211	,278	95,557						
45	,208	,273	95,830						
46	,203	,267	96,097						
47	,194	,255	96,351						
48	,189	,248	96,600						

49	,169	,222	96,822						
50	,165	,217	97,039						
51	,157	,207	97,245						
52	,150	,198	97,443						
53	,141	,186	97,629						
54	,130	,171	97,799						
55	,123	,162	97,961						
56	,122	,160	98,122						
57	,116	,153	98,274						
58	,111	,146	98,420						
59	,108	,142	98,562						
60	,105	,138	98,700						
61	,101	,133	98,833						
62	,095	,125	98,959						
63	,090	,119	99,078						
64	,082	,108	99,185						
65	,074	,098	99,283						
66	,074	,098	99,381						
67	,064	,084	99,465						
68	,063	,084	99,548						
69	,058	,077	99,625						
70	,058	,076	99,701						
71	,051	,067	99,768						
72	,042	,056	99,824						
73	,039	,052	99,876						
74	,033	,043	99,919						
75	,032	,042	99,961						
76	,029	,039	100,000						

Extraction Method: Principal Component Analysis.

**Organizational Happiness Factor variables are:**

- V1 I have a good working environment.
- V3 There is a good team spirit in the organization.
- V4 There is humor in the office's everyday life.
- V6 I have good tools and means to carry out my work.



- V7 The organization manages conflicts properly.
- V8 I consider my colleagues as friends.
- V9 I am recognized for my merits.
- V11 The organization shows confidence in my work.
- V12 The organization is fair.
- V14 The organization allows me to develop as a person and a professional.
- V16 The organization allows me to have new challenges.
- V17 I have autonomy and responsibility.
- V19 The organization allows me to be entrepreneurial and proactive.
- V22 My financial conditions are fair considering the job I perform.
- V23 The financial conditions (salary + other benefits) practiced by the organization are generally good.
- V24 The organization allows me to do what I like.
- V25 I am fulfilled because I feel I am useful to the organization.
- V26 I wake up every day with a desire to go to work.
- V27 The organization has work and projects.
- V29 The organization has well-organized work processes.
- V30 The organization gives me stability and confidence.
- V33 The management ensures all employees are aware of the objectives of the organization.
- V34 There is adequate proximity between management and other employees.
- V35 The bosses promote the welfare of their employees.
- V36 I feel involved with the values of the organization.
- V37 I am proud to work for the organization.

- V38 Top leadership is true and inspiring.
- V39 I have the support I need from management.
- V43 I have a balance between work and personal life.
- V44 The organization allows me to fulfill my mission as an individual (in the family and society).
- V45 The organization has concerns about social responsibility.
- V48 I feel that I have autonomy and responsibility in the performance of my duties.
- V50 I have the necessary physical conditions to perform my function with dignity.
- V56 My role allows for intellectual stimulation.
- V57 I am recognized for the merit that I have in the development of the function I perform.
- V58 My role allows me to feel respected as an individual.
- V59 There is a good team spirit in the organization that allows me to perform well.
- V60 The organization has a good working environment that helps me in the performance of my job.
- V61 Most of my colleagues feel motivated in the performance of their duties.
- V66 I always try to achieve the goals set for my job.
- V67 The organization is able to develop new projects that guarantee the sustainability of my role.
- V72 Whenever necessary, I have my boss' support.

Similar to the analyses done to the IC factor, and considering the variables above, the correlation between the components and the variables, for the OH factor, the most representative correlations are:

- Component 1 – Variable 33 (The management ensures all employees are aware of the objectives of the organization);
- Component 2 – Variable 24 (The organization allows me to do what I like);
- Component 3 – Variable 66 (I always try to achieve the goals set for my job.);
- Component 4 – Variable 4 (There is humor in the office’s everyday life);
- Component 5 – Variable 22 (My financial conditions are fair considering the job I perform);
- Component 6 – Variable 11 (The organization shows confidence in my work);
- Component 7 – Variable 43 (I have a balance between work and personal life);
- Component 8 – Variable 72 (Whenever necessary, I have my boss’ support);
- Component 9 – Variable 50 (I have the necessary physical conditions to perform my function with dignity);
- Component 11 – Variable 6 (I have good tools and means to carry out my work.)
- Component 12 – Variable 27 (The organization has work and projects);
- Component 13 – Variable 37 (I am proud to work for the organization).

The 19 variables most highly correlated to each of the components, in both IC and OH factor analyses, should be the variables that could be used in the place of the other original ones.

#### 4.4 Correlation Analysis

After the analysis of the surveys, a search was conducted in order to evaluate the correlation between the two constructs, organizational happiness (OH) and internal communication (IC).

Correlations			
		IC	OH
IC	Pearson Correlation	1	,576**
	Sig. (2-tailed)		,000

OH	Sum of Squares and Cross-products	20240,136	24533,837
	Covariance	138,631	168,040
	N	147	147
	Pearson Correlation	,576**	1
	Sig. (2-tailed)	,000	
	Sum of Squares and Cross-products	24533,837	89739,796
	Covariance	168,040	614,656
	N	147	147

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In the table above it is observable that there is in fact a positive correlation between Internal Communication and Organizational Happiness for they present a positive value of 0,576, with a null level of significance (0,000) which shows that the correlation ration is, statistically speaking, considerable.

For that matter, IC and OH constructs were analyzed along with their correlations. For example, according to the correlation matrix, variable 4 (There is humor in the office's everyday life), and variable 5 (The communication in the organization is easy) show a positive correlation, even though it cannot be considered a strong one (0,532).

Just like the latter, the correlation between the internal communication factor and variable 94 (I consider it is very important for my job to be informed about the company goals) even though positive it can't be considered, as well, a strong one (0,548). Unlike the previous correlations, the one presented between variable 34 (There is adequate proximity between management and other employees) and the organizational happiness factor shows a strong correlation (0,820).

## **CHAPTER 5 – CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS**

### **5.1 Conclusion**

Internal marketing strategies must align companies' visions with internal customers, employees', goals, and it must be done not only for sales improvement purposes but also to prevent the turnover of capable and motivated workforces. In order for this to be achieved, HR department usually ensures clear and strong communication is broadcasted between the company and the internal customers.

According to Ahmed & Rafiq (2003) in the twenty-first century companies can no longer afford to maintain barriers between functions and departments, and in order to succeed, organizations must implement internal marketing strategies that are transversal to all departments so all employees know how each contributed to the work of the other (Ballantyne, 2004).

It is commonly considered that IM is merely the line that separates the inside and the outside of an organization (Ballantyne, 2004), but must be looked at with less skepticism and with a more managerial focus. High investments on marketing and communication represent a void if the correct strategies are not implemented considering the needs of the internal customers and the goals and environment in which the organization operates. Time and money investments are reduced if the internal customers are sold on the service or product the company provides.

Job satisfaction not only translates into higher sales and loyal consumers, it also means costs with personnel are decreased by boosted performance, reduced turn-over and diminished levels of absence. Identifying internal customers' strengths and weaknesses leads to a better understanding of the type of communication each one is willing to receive and how to more effectively clarify the communication channels. By doing so internal customers are aware of their role and manage their expectations within the company and feel free to share suggestions and advocate for the company. Just like what happens with external customers, motivated internal customers translate into loyal employees.

As pointed out by Mitchell (2002), unfortunately, in most companies, internal marketing is done poorly, if at all, and it happens due to executives not feeling the need to inform, let alone, convince their internal workforce of the power of the brand or organizations they represent.

One of the intentions of this study was to provide some insight into two important factors when it comes to understanding internal marketing, internal communication and organizational happiness, and to analyze the importance assigned to each one and to discern the extent to which they are connected. In order to perform such an analysis it was mandatory to earn some academically mastery into the internal marketing perspectives on the subject before implementing the surveys.

According to the extracted results it is possible to conclude that the premise, *'Is there a correlation between internal communication and organizational happiness?'*, is unquestionable to the universe surveyed. Not only the influence exists, but internal customers are aware of the importance of internal communication as a means to increase their organizational happiness.

## **5.2 Limitations and Future Research Suggestions**

The investigation carried out for this study focuses on two of internal marketing's factors, internal communication and organizational happiness, and to what degree the two are connected. Therefore the limitations of this study are:

The 200 respondents are part of the Portuguese working population, meaning the study is limited to the social and economical context of the country.

The limited sample size also presents a limitation for this study. Apart from being present in numerous social networks the survey only got 200 answers, out of which 51 answers were considered incomplete, therefore working with 149 valid answers. This may confer less efficiency to the model presented for it is characterized by a narrow reality.

Primarily, this study was designed to represent the universe of a determined organization, with that in mind the analysis would translate into a certain model that would later be suggested in order to improve the internal communication strategies, but

the reluctance of organizations to cooperate with the study led to the need to take a different approach. Thus, the non-application of the survey to a determined organization means it represents different organizational realities, meaning adaptations, from company-to-company, would seem fit in order for it not to be considered a one-size-fits-all path.

The reduced number of prior research on the topic and encompassing the two internal marketing factors mentioned before presents not only a limitation but also means this study grants contribution for future research.

As previously mentioned, the original proposal of this study was to represent a single organization by inquiring its internal customers and providing a model accordingly. For future research purposes the fourth paragraph of this subchapter should be put into practice. Assessing the internal environment of an organization and the perception the internal customers have on its internal communication strategies allowing for the model to be tested in a more contained and purpose-oriented manner. Considering this universe means the models presented will be more accurate and focused on the pros and cons of the strategies previously implemented in the organization, and internal customers' strengths and weaknesses.

Even though the inquirers of the present study consider that effective internal communication strategies influence their organizational happiness, the information acquired from the surveys provides little information, globally, once it mirrors each individual's organization. The fact that a vast universe is being considered leads to the creation of a generic model, unlike what may happen if a single company is used as a sample.

For management purposes, a ROI (return on investment) study would be conducted in order to provide insight into the reduced costs a motivated internal customer represents, along with an in-depth study focusing on the needs, and communication-channels preferences within an organization.

Considering the conceptual frame presented this study can contribute to future research within the field of study.





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## APPENDIXES

### Appendix A – Survey



#### Felicidade Organizacional

##### Página 1

A crescente necessidade de as organizações cuidarem dos seus clientes internos, tal como cuidam dos seus clientes externos, maximizando a sua produtividade enquanto garantem a sua felicidade organizacional e sentido de integração, levam a que cada vez mais se implementem modelos de endomarketing ou marketing interno no seio das empresas, criando assim, muitas vezes, o diferencial necessário.

O questionário que se segue insere-se no projecto de mestrado em Marketing da universidade lade - Creative University, que tem como tema principal o Marketing Interno.

Neste questionário pretende-se, então, analisar o grau de felicidade organizacional de cada participante, e por felicidade organizacional compreende-se felicidade na organização em que estão inseridos, e felicidade na função que desempenham dentro da mesma. No mesmo questionário pretende-se avaliar até que ponto o respondente concorda, ou não, com determinadas questões que dizem respeito ao modelo de comunicação interna que a sua empresa apresenta.

Não existem respostas certas ou erradas, o importante é que os respondentes possam dar a sua opinião sincera.

ESTE QUESTIONÁRIO É ANÓNIMO.

##### Página 2

#### FELICIDADE ORGANIZACIONAL

Pense na organização onde trabalha.

Numa escala entre 1 (discordo totalmente) e 5 (concordo totalmente) em que medida concorda com as seguintes afirmações:

1. Tenho um bom ambiente de trabalho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

2. Os colegas têm energia e são bons profissionais. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

3. Existe um bom espírito de equipa na organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

4. Existe humor no dia-a-dia. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

5. A comunicação na organização é fácil. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

6. Tenho bons meios e ferramentas para realizar o meu trabalho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

7. A organização gere devidamente os conflitos. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

8. Considero os meus colegas como amigos. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

9. Sou reconhecido/a pelo meu mérito. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

10. Sou respeitado/a como indivíduo/a e pelo trabalho que desenvolvo. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

11. A organização mostra confiança no meu trabalho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

12. A organização é justa. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

13. A organização é honesta. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

14. A organização permite desenvolver-me como pessoa e profissional. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

15. A organização permite-me aprender continuamente. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

### Página 3

16. A organização permite-me ter novos desafios. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

17. Tenho autonomia e responsabilidade. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

18. Tenho a possibilidade de contribuir para a estratégia da organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

19. A organização permite-me ser empreendedor e pró activo. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

20. O tempo que tenho para a partilha de opiniões e tomada de decisões é suficiente. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

21. A organização permite a rotação de funções. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

22. As minhas condições financeiras são justas para o trabalho que desempenho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

23. As condições financeiras (salário + outros benefícios) praticadas pela organização, no geral, são boas. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

24. A organização permite-me fazer o que gosto. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

25. Estou realizado/a pois sinto que sou útil à organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

26. Acordo todos os dias com vontade de ir trabalhar. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

27. A organização tem trabalho e projectos. \*

☐ 1☐ 2☐ 3☐ 4☐ 5



28. A organização consegue desenvolver novos projectos ambiciosos e interessantes. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

29. A organização tem processos de trabalho bem organizados. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

#### Página 4

30. A organização dá-me estabilidade e confiança. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

31. A organização é inovadora e promove a inovação. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

32. Todos os colaboradores conhecem e partilham a visão da organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

33. A direcção dá a conhecer a todos os colaboradores os objectivos da organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

34. Existe proximidade adequada entre a direcção e os restantes colaboradores. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

35. Os chefes promovem o bem estar dos seus colaboradores. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

36. Sinto-me envolvido/a com os valores da organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

37. Sinto orgulho em trabalhar para a organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

38. A liderança de topo é verdadeira e inspiradora. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

39. Tenho o apoio que necessito da direcção. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

40. Procuro fazer a diferença através da excelência no desempenho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

41. Procuro atingir os meus objectivos para que a organização possa atingir os seus objectivos. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

42. Os meus objectivos estão bem definidos. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

43. Tenho equilíbrio entre trabalho e vida pessoal. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

44. A organização permite-me cumprir a minha missão enquanto indivíduo (na família e sociedade). \*

☐ 1☐ 2☐ 3☐ 4☐ 5

45. A organização tem preocupações de responsabilidade social. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

46. Existe alguma outra razão pela qual se sente feliz na sua organização?

## Página 5

### FELICIDADE NA FUNÇÃO

Agora, pense na função que desempenha.

Numa escala entre 1 (discordo totalmente) e 5 (concordo totalmente) em que medida concorda com as afirmações seguintes:

47. Desempenho a minha função com gosto. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

48. Sinto que tenho autonomia e responsabilidade no desempenho da minha função. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

49. Tenho os recursos necessários para o desempenho da minha função. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

50. Tenho as condições físicas necessárias para desempenhar com dignidade a minha função. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

51. Desempenho uma função na minha área de formação. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

52. A organização permite-me ter novos desafios na minha função ou numa outra. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

53. A minha função permite-me desenvolver como pessoa e profissional. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

54. A minha função permite-me aprender continuamente. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

55. A minha função permite-me estar envolvido/a na estratégia da organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

56. A minha função permite o estímulo intelectual. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

57. Sou reconhecido/a pelo mérito que tenho no desenvolvimento da função que desempenho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

58. A minha função permite sentir-me respeitado/a como indivíduo. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

59. Existe um bom espírito de equipa na organização que permite o bom desempenho da minha função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

60. A organização tem um bom ambiente de trabalho que me ajuda no desempenho da minha função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

61. A maior parte dos meus colegas sentem-se motivados no desempenho da sua função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

## Página 6

62. Existe boa integração entre os vários departamentos, o que me permite desempenhar com êxito a minha função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

63. As minhas condições financeiras são justas para a função que desempenho. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

64. Os objectivos definidos para a minha função são justos e atingíveis. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

65. Os objectivos definidos para a minha função são claros e concretos. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

66. Procuro atingir, sempre, os objectivos definidos para a minha função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

67. A organização consegue desenvolver novos projectos que garantem a sustentabilidade da minha função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

68. Desempenhar devidamente a minha função é importante para que a organização atinja os seus objectivos globais. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

69. Considero que a minha função é útil para a organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

70. Sinto que a minha função me pode dar estabilidade na organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

71. Sinto que o meu chefe tem confiança em mim no desempenho da minha função. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

72. Sempre que necessário tenho o apoio do meu chefe. \*

☐

1

☐

2

☐

3

☐

4

☐

5

73. Sinto que o tipo de liderança do meu chefe é inspiradora para o desempenho da minha função. \*

☐

1

☐

2

☐

3

☐

4

☐

5

74. A minha função permite o equilíbrio entre a minha vida profissional e pessoal. \*

☐

1

☐

2

☐

3

☐

4

☐

5

75. Posso ser empreendedor/a na minha função. \*

☐

1

☐

2

☐

3

☐

4

☐

5

76. A minha função permite-me ser criativo/a. \*

☐

1

☐

2

☐

3

☐

4

☐

5

77. Consigo desempenhar a minha função com boa organização e sem burocracias. \*

☐

1

☐

2

☐

3

☐

4

☐

5

78. Existe alguma outra razão pela qual se sente feliz na sua função?

79. Qual considera ser a sua produtividade na função que desempenha (1 - pouco produtivo. 5 - muito produtivo) \*

☐

1

☐

2

☐

3

☐

4

☐

5

## Página 7

Agora, relativamente à Comunicação Interna da sua organização, responda de acordo com o que lhe é solicitado. Numa escala entre 1 (discordo totalmente) e 5 (concordo totalmente) em que medida concorda com as seguintes afirmações.

Relembro, não existem respostas certas ou erradas, apenas se pretende que seja o mais honesto possível.

80. Considero os "media" formais internos (ex. newsletters, emails informativos, etc.), Chefia e/ou conversas informais com os colegas as principais fontes de obtenção de informação sobre a minha organização. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

81. Considero as conversas com pessoas de outras empresas do mesmo ramo, conversas com pessoas com outras actividades e/ou a televisão/jornais/revistas da especialidade as principais fontes de obtenção de informação sobre a minha organização \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

82. Newsletters e/ou Emails/Comunicações internas são os meios que me dão mais informação sobre a minha organização. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

83. Sistemas internos de informação e/ou portais RH são os meios que me dão mais informação sobre a minha organização. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

84. No momento em que recebo publicações internas leio atentamente/dou uma vista de olhos. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

85. No momento em que recebo publicações internas arquivo/deito fora. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

86. Os assuntos divulgados nas publicações são objecto de conversação/discussão entre mim e os meus colegas. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

87. Nas publicações internas gosto de ler sobre a evolução e actividade da organização, tal como sobre o ambiente económico, mercado e concorrência. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

88. Nas publicações internas gosto de ler sobre as decisões e expectativas do Top Management. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

89. Nas publicações internas gosto de ler sobre políticas, protocolos e responsabilidade corporativa da organização. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

## Página 8

90. A comunicação internal existente na organização é suficiente. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

91. Considero que documentos oficiais, publicações da empresa e/ou a intranet contribuem melhor para que os colaboradores tenham conhecimento dos objectivos globais prosseguidos pela empresa. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

92. Considero acções de formação, reuniões com o departamento e day out (encontros fora da empresa para convívio) contribuem melhor para que os colaboradores tenham conhecimento dos objectivos globais prosseguidos pela empresa \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

93. Considero-me uma pessoa informada sobre a organização. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

94. Considero muito importante para o meu trabalho o facto de estar informado/a sobre os objectivos da empresa. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

95. Conheço bem a missão da organização. \*

☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5



96. Conheça bem os objectivos estratégicos principais da organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

97. Considero que reuniões periódicas por departamento, encontros de convívio e/ou formações deveriam ser alvo de maior desenvolvimento na organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

98. Considero que newsletters, quadros/placards informativos e/ou sistemas de sugestões/reclamações deveriam ser alvo de maior desenvolvimento na organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

99. Considero que emails, notas internas e/ou a intranet deveriam ser alvo de maior desenvolvimento na organização. \*

☐ 1☐ 2☐ 3☐ 4☐ 5

## Página 9

### INFORMAÇÃO SOBRE O RESPONDENTE

Esta informação apenas será utilizada para segmentar as respostas e analisar os diferentes grupos de respondentes.

100. Idade \*

 anos

101. Sexo \*

☐ Feminino☐ Masculino

102. Quais são as suas habilitações literárias? \*

 Por favor, escolha ... ▼

103. Há quanto tempo desempenha a função actual. \*

- ☐ Menos de 1 ano
- ☐ 1 - 2 anos
- ☐ 3 - 5 anos
- ☐ 6 - 10 anos
- ☐ Mais de 10 anos

104. Há quantos anos está na organização? \*

anos

105. Qual é a sua função? \*

106. Qual é o sector de actividades da organização onde trabalha? \*

» [Redirection to final page of eSurvey Creator \(change\)](#)

## Appendix B – SPSS Results

### Reliability

Notes	
Output Created	22-SEP-2017 12:53:18
Comments	
Data	C:\Users\jmbra\Documents\Filipa Ferrão
Active Dataset	Análises\filipa_ferrao_analises.sav
Filter	DataSet1
Weight	<none>
Split File	<none>
N of Rows in Working Data	200
File	
Matrix Input	
Definition of Missing	User-defined missing values are treated as missing.
Missing Value Handling	Statistics are based on all cases with valid data for all variables in the procedure.
Cases Used	RELIABILITY
	/VARIABLES=IC_5 IC_80 IC_81
	IC_82 IC_83 IC_84 IC_85 IC_86 IC_87
	IC_88 IC_89 IC_90 IC_91 IC_92 IC_93
	IC_94 IC_95 IC_96 IC_97 IC_98 IC_99
	/SCALE('ALL VARIABLES') ALL
	/MODEL=ALPHA
	/STATISTICS=DESCRIPTIVE SCALE
	/SUMMARY=TOTAL.
Processor Time	00:00:00,00
Resources	Elapsed Time
	00:00:00,00

### Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	151	75,5
	Excluded <sup>a</sup>	49	24,5

Total	200	100,0
-------	-----	-------

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
,870	21

#### Item Statistics

	Mean	Std. Deviation	N
IC_5	3,185	1,0224	151
IC_80	3,344	1,0711	151
IC_81	2,788	1,1697	151
IC_82	3,298	1,2099	151
IC_83	2,887	1,1975	151
IC_84	3,603	,9457	151
IC_85	2,232	1,2777	151
IC_86	3,199	,9382	151
IC_87	3,430	,9967	151
IC_88	3,397	1,0525	151
IC_89	3,318	1,0480	151
IC_90	2,894	1,1085	151
IC_91	3,477	,9718	151
IC_92	3,742	1,0922	151
IC_93	3,616	,9228	151
IC_94	3,980	,9485	151
IC_95	3,821	,9667	151
IC_96	3,609	1,0065	151
IC_97	3,834	1,0095	151
IC_98	3,702	,8854	151
IC_99	3,649	,9033	151

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IC_5	67,821	124,814	,287	,870
IC_80	67,662	118,012	,569	,860

IC_81	68,219	124,052	,268	,871
IC_82	67,709	116,821	,540	,861
IC_83	68,119	114,839	,629	,857
IC_84	67,404	121,656	,472	,864
IC_85	68,775	129,762	,035	,881
IC_86	67,808	121,290	,495	,863
IC_87	67,576	117,632	,637	,858
IC_88	67,609	116,880	,634	,858
IC_89	67,689	117,869	,591	,859
IC_90	68,113	119,327	,489	,863
IC_91	67,530	117,437	,666	,857
IC_92	67,265	118,383	,540	,861
IC_93	67,391	119,653	,590	,860
IC_94	67,026	120,346	,536	,862
IC_95	67,185	121,592	,463	,864
IC_96	67,397	119,361	,547	,861
IC_97	67,172	127,250	,182	,873
IC_98	67,305	125,347	,317	,868
IC_99	67,358	126,151	,268	,870

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
71,007	132,407	11,5068	21

## Factor Analysis

Internal Communication

### Notes

Output Created	22-SEP-2017 13:05:54
Comments	
Data	C:\Users\jmbra\Documents\Filipa Ferrão
Input	Análises\filipa_ferrao_analises.sav
Active Dataset	DataSet1
Filter	<none>
Weight	<none>
Split File	<none>

Missing Value Handling	N of Rows in Working Data File	200
	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
		FACTOR /VARIABLES IC_5 IC_80 IC_81 IC_82 IC_83 IC_84 IC_85 IC_86 IC_87 IC_88 IC_89 IC_90 IC_91 IC_92 IC_93 IC_94 IC_95 IC_96 IC_97 IC_98 IC_99 /MISSING LISTWISE /ANALYSIS IC_5 IC_80 IC_81 IC_82 IC_83 IC_84 IC_85 IC_86 IC_87 IC_88 IC_89 IC_90 IC_91 IC_92 IC_93 IC_94 IC_95 IC_96 IC_97 IC_98 IC_99 /PRINT UNIVARIATE INITIAL CORRELATION SIG KMO INV AIC EXTRACTION ROTATION FSCORE /FORMAT SORT BLANK(.10) /PLOT ROTATION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /SAVE REG(ALL) /METHOD=CORRELATION.
Syntax		
Resources	Processor Time	00:00:00,14
	Elapsed Time	00:00:00,16
	Maximum Memory Required	56748 (55,418K) bytes
Variables Created	FAC1_2	Component score 1
	FAC2_2	Component score 2
	FAC3_2	Component score 3
	FAC4_2	Component score 4
	FAC5_2	Component score 5
	FAC6_2	Component score 6

### Descriptive Statistics

	Mean	Std. Deviation	Analysis N
IC_5	3,185	1,0224	151
IC_80	3,344	1,0711	151
IC_81	2,788	1,1697	151
IC_82	3,298	1,2099	151
IC_83	2,887	1,1975	151
IC_84	3,603	,9457	151
IC_85	2,232	1,2777	151
IC_86	3,199	,9382	151
IC_87	3,430	,9967	151
IC_88	3,397	1,0525	151
IC_89	3,318	1,0480	151
IC_90	2,894	1,1085	151
IC_91	3,477	,9718	151
IC_92	3,742	1,0922	151
IC_93	3,616	,9228	151
IC_94	3,980	,9485	151
IC_95	3,821	,9667	151
IC_96	3,609	1,0065	151
IC_97	3,834	1,0095	151
IC_98	3,702	,8854	151
IC_99	3,649	,9033	151

### Correlation Matrix

	IC_5	IC_80	IC_81	IC_82	IC_83	IC_84	IC_85	IC_86
IC_5	1,000	,209	,211	,138	,230	,111	,049	,260
IC_80	,209	1,000	,213	,527	,498	,373	,044	,316
IC_81	,211	,213	1,000	,280	,311	,086	,256	,124
IC_82	,138	,527	,280	1,000	,695	,349	,033	,100
IC_83	,230	,498	,311	,695	1,000	,319	,148	,311
IC_84	,111	,373	,086	,349	,319	1,000	-,116	,398
IC_85	,049	,044	,256	,033	,148	-,116	1,000	,050
IC_86	,260	,316	,124	,100	,311	,398	,050	1,000
IC_87	,242	,447	,193	,285	,415	,430	-,063	,500
IC_88	,191	,493	,156	,310	,401	,481	-,064	,466
IC_89	,050	,371	,137	,256	,427	,377	-,050	,430
IC_90	,306	,312	,271	,292	,518	,239	,229	,290

Sig. (1-tailed)	IC_91	,179	,559	,125	,417	,493	,360	,012	,378
	IC_92	,121	,259	,046	,306	,248	,249	,048	,363
	IC_93	,196	,290	,134	,276	,329	,282	,059	,374
	IC_94	,031	,204	,104	,267	,362	,259	-,018	,282
	IC_95	,155	,202	,031	,245	,317	,206	-,020	,179
	IC_96	,265	,218	,093	,304	,411	,235	,040	,287
	IC_97	,030	,072	-,036	,144	,001	-,007	-,120	-,071
	IC_98	,025	,186	,003	,245	,044	,264	-,145	,128
	IC_99	,064	,160	,024	,163	-,037	,202	-,108	,146
	IC_5		,005	,005	,045	,002	,087	,277	,001
	IC_80	,005		,004	,000	,000	,000	,298	,000
	IC_81	,005	,004		,000	,000	,147	,001	,065
	IC_82	,045	,000	,000		,000	,000	,345	,110
	IC_83	,002	,000	,000	,000		,000	,035	,000
	IC_84	,087	,000	,147	,000	,000		,077	,000
	IC_85	,277	,298	,001	,345	,035	,077		,270
	IC_86	,001	,000	,065	,110	,000	,000	,270	
	IC_87	,001	,000	,009	,000	,000	,000	,221	,000
	IC_88	,009	,000	,028	,000	,000	,000	,218	,000
	IC_89	,269	,000	,047	,001	,000	,000	,269	,000
	IC_90	,000	,000	,000	,000	,000	,002	,002	,000
	IC_91	,014	,000	,064	,000	,000	,000	,440	,000
	IC_92	,070	,001	,289	,000	,001	,001	,279	,000
	IC_93	,008	,000	,050	,000	,000	,000	,236	,000
	IC_94	,351	,006	,101	,000	,000	,001	,412	,000
	IC_95	,029	,007	,352	,001	,000	,006	,403	,014
	IC_96	,000	,004	,127	,000	,000	,002	,314	,000
	IC_97	,358	,191	,332	,038	,495	,468	,071	,194
	IC_98	,382	,011	,485	,001	,298	,001	,038	,059
	IC_99	,218	,025	,386	,022	,327	,006	,093	,037

Correlation Matrix

	IC_87	IC_88	IC_89	IC_90	IC_91	IC_92	IC_93	IC_94
Correlation	IC_5	,242	,191	,050	,306	,179	,121	,196
	IC_80	,447	,493	,371	,312	,559	,259	,290
	IC_81	,193	,156	,137	,271	,125	,046	,134
	IC_82	,285	,310	,256	,292	,417	,306	,276



Sig. (1-tailed)	IC_83	,415	,401	,427	,518	,493	,248	,329	,362
	IC_84	,430	,481	,377	,239	,360	,249	,282	,259
	IC_85	-,063	-,064	-,050	,229	,012	,048	,059	-,018
	IC_86	,500	,466	,430	,290	,378	,363	,374	,282
	IC_87	1,000	,808	,704	,349	,551	,336	,275	,362
	IC_88	,808	1,000	,761	,339	,511	,397	,323	,308
	IC_89	,704	,761	1,000	,368	,485	,381	,361	,328
	IC_90	,349	,339	,368	1,000	,437	,225	,423	,182
	IC_91	,551	,511	,485	,437	1,000	,607	,362	,430
	IC_92	,336	,397	,381	,225	,607	1,000	,423	,426
	IC_93	,275	,323	,361	,423	,362	,423	1,000	,448
	IC_94	,362	,308	,328	,182	,430	,426	,448	1,000
	IC_95	,150	,182	,267	,250	,276	,227	,700	,483
	IC_96	,222	,217	,258	,423	,287	,314	,727	,425
	IC_97	,104	,106	,075	-,046	,163	,366	,060	,205
	IC_98	,177	,149	,146	-,155	,166	,251	,169	,366
	IC_99	,243	,162	,133	-,210	,146	,225	,045	,350
	IC_5	,001	,009	,269	,000	,014	,070	,008	,351
	IC_80	,000	,000	,000	,000	,000	,001	,000	,006
	IC_81	,009	,028	,047	,000	,064	,289	,050	,101
	IC_82	,000	,000	,001	,000	,000	,000	,000	,000
	IC_83	,000	,000	,000	,000	,000	,001	,000	,000
	IC_84	,000	,000	,000	,002	,000	,001	,000	,001
	IC_85	,221	,218	,269	,002	,440	,279	,236	,412
	IC_86	,000	,000	,000	,000	,000	,000	,000	,000
	IC_87		,000	,000	,000	,000	,000	,000	,000
	IC_88	,000		,000	,000	,000	,000	,000	,000
	IC_89	,000	,000		,000	,000	,000	,000	,000
	IC_90	,000	,000	,000		,000	,003	,000	,013
	IC_91	,000	,000	,000	,000		,000	,000	,000
	IC_92	,000	,000	,000	,003	,000		,000	,000
	IC_93	,000	,000	,000	,000	,000	,000		,000
	IC_94	,000	,000	,000	,013	,000	,000	,000	
	IC_95	,033	,013	,000	,001	,000	,002	,000	,000
	IC_96	,003	,004	,001	,000	,000	,000	,000	,000
	IC_97	,101	,097	,179	,289	,023	,000	,232	,006
	IC_98	,015	,034	,037	,029	,021	,001	,019	,000

IC_99	,001	,024	,052	,005	,036	,003	,291	,000
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**Correlation Matrix**

		IC_95	IC_96	IC_97	IC_98	IC_99
Correlation	IC_5	,155	,265	,030	,025	,064
	IC_80	,202	,218	,072	,186	,160
	IC_81	,031	,093	-,036	,003	,024
	IC_82	,245	,304	,144	,245	,163
	IC_83	,317	,411	,001	,044	-,037
	IC_84	,206	,235	-,007	,264	,202
	IC_85	-,020	,040	-,120	-,145	-,108
	IC_86	,179	,287	-,071	,128	,146
	IC_87	,150	,222	,104	,177	,243
	IC_88	,182	,217	,106	,149	,162
	IC_89	,267	,258	,075	,146	,133
	IC_90	,250	,423	-,046	-,155	-,210
	IC_91	,276	,287	,163	,166	,146
	IC_92	,227	,314	,366	,251	,225
	IC_93	,700	,727	,060	,169	,045
	IC_94	,483	,425	,205	,366	,350
	IC_95	1,000	,791	,031	,272	,111
	IC_96	,791	1,000	,100	,160	,075
	IC_97	,031	,100	1,000	,452	,499
	IC_98	,272	,160	,452	1,000	,719
	IC_99	,111	,075	,499	,719	1,000
Sig. (1-tailed)	IC_5	,029	,000	,358	,382	,218
	IC_80	,007	,004	,191	,011	,025
	IC_81	,352	,127	,332	,485	,386
	IC_82	,001	,000	,038	,001	,022
	IC_83	,000	,000	,495	,298	,327
	IC_84	,006	,002	,468	,001	,006
	IC_85	,403	,314	,071	,038	,093
	IC_86	,014	,000	,194	,059	,037
	IC_87	,033	,003	,101	,015	,001
	IC_88	,013	,004	,097	,034	,024
	IC_89	,000	,001	,179	,037	,052
	IC_90	,001	,000	,289	,029	,005
	IC_91	,000	,000	,023	,021	,036

IC_92	,002	,000	,000	,001	,003
IC_93	,000	,000	,232	,019	,291
IC_94	,000	,000	,006	,000	,000
IC_95		,000	,353	,000	,088
IC_96	,000		,111	,025	,179
IC_97	,353	,111		,000	,000
IC_98	,000	,025	,000		,000
IC_99	,088	,179	,000	,000	

**Inverse of Correlation Matrix**

	IC_5	IC_80	IC_81	IC_82	IC_83	IC_84	IC_85	IC_86
IC_5	1,357	-,066	-,178	,140	-,194	,098	,090	-,196
IC_80	-,066	2,074	-,045	-,582	-,177	-,046	-,094	-,176
IC_81	-,178	-,045	1,276	-,252	-,112	,053	-,260	,013
IC_82	,140	-,582	-,252	2,845	-1,933	-,322	,181	,704
IC_83	-,194	-,177	-,112	-1,933	3,460	,063	-,275	-,513
IC_84	,098	-,046	,053	-,322	,063	1,617	,189	-,306
IC_85	,090	-,094	-,260	,181	-,275	,189	1,240	-,032
IC_86	-,196	-,176	,013	,704	-,513	-,306	-,032	1,910
IC_87	-,311	,137	-,137	,033	-,019	,027	,111	-,380
IC_88	-,184	-,644	,050	-,100	,209	-,532	,025	-,024
IC_89	,559	,184	-,042	,395	-,689	,116	,159	-,084
IC_90	-,307	,089	-,155	,102	-,418	-,179	-,316	,056
IC_91	,060	-,897	,141	,103	-,365	-,076	,155	,065
IC_92	-,120	,450	,098	-,569	,567	,045	-,268	-,458
IC_93	,051	-,281	-,156	-,236	,635	-,047	-,041	-,417
IC_94	,310	,286	-,096	,313	-,679	,007	,058	,023
IC_95	-,159	-,014	,139	,144	-,039	,079	,022	,473
IC_96	-,180	,143	,123	-,084	-,550	-,090	,067	-,264
IC_97	,010	-,005	,054	,117	-,141	,292	,187	,481
IC_98	,034	-,082	,008	-,329	,136	-,298	,077	-,138
IC_99	-,207	-,155	-,077	-,304	,646	-,114	-,179	-,263

**Inverse of Correlation Matrix**

	IC_87	IC_88	IC_89	IC_90	IC_91	IC_92	IC_93	IC_94
IC_5	-,311	-,184	,559	-,307	,060	-,120	,051	,310
IC_80	,137	-,644	,184	,089	-,897	,450	-,281	,286
IC_81	-,137	,050	-,042	-,155	,141	,098	-,156	-,096
IC_82	,033	-,100	,395	,102	,103	-,569	-,236	,313
IC_83	-,019	,209	-,689	-,418	-,365	,567	,635	-,679

IC_84	,027	-,532	,116	-,179	-,076	,045	-,047	,007
IC_85	,111	,025	,159	-,316	,155	-,268	-,041	,058
IC_86	-,380	-,024	-,084	,056	,065	-,458	-,417	,023
IC_87	3,930	-2,090	-,788	-,032	-,845	,623	,126	-,383
IC_88	-2,090	4,281	-1,513	,069	,395	-,444	-,086	,007
IC_89	-,788	-1,513	3,102	-,352	,045	-,342	-,196	,272
IC_90	-,032	,069	-,352	2,144	-,627	,325	-,448	,043
IC_91	-,845	,395	,045	-,627	2,938	-1,366	,257	-,256
IC_92	,623	-,444	-,342	,325	-1,366	2,515	-,546	-,386
IC_93	,126	-,086	-,196	-,448	,257	-,546	3,078	-,276
IC_94	-,383	,007	,272	,043	-,256	-,386	-,276	1,994
IC_95	,646	-,107	-,579	,520	-,586	,627	-1,096	-,614
IC_96	-,415	,298	,415	-,634	,579	-,372	-,942	,121
IC_97	,049	-,201	,087	-,182	,057	-,639	,002	,062
IC_98	,064	,163	-,060	,150	,133	-,050	-,036	-,123
IC_99	-,462	,299	-,182	,463	-,015	,217	,348	-,517

**Inverse of Correlation Matrix**

	IC_95	IC_96	IC_97	IC_98	IC_99
IC_5	-,159	-,180	,010	,034	-,207
IC_80	-,014	,143	-,005	-,082	-,155
IC_81	,139	,123	,054	,008	-,077
IC_82	,144	-,084	,117	-,329	-,304
IC_83	-,039	-,550	-,141	,136	,646
IC_84	,079	-,090	,292	-,298	-,114
IC_85	,022	,067	,187	,077	-,179
IC_86	,473	-,264	,481	-,138	-,263
IC_87	,646	-,415	,049	,064	-,462
IC_88	-,107	,298	-,201	,163	,299
IC_89	-,579	,415	,087	-,060	-,182
IC_90	,520	-,634	-,182	,150	,463
IC_91	-,586	,579	,057	,133	-,015
IC_92	,627	-,372	-,639	-,050	,217
IC_93	-1,096	-,942	,002	-,036	,348
IC_94	-,614	,121	,062	-,123	-,517
IC_95	4,022	-2,435	,448	-,744	,206
IC_96	-2,435	4,036	-,371	,443	-,262
IC_97	,448	-,371	1,804	-,423	-,668
IC_98	-,744	,443	-,423	2,546	-1,378
IC_99	,206	-,262	-,668	-1,378	2,779

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,803
Approx. Chi-Square		1642,935
Bartlett's Test of Sphericity	df	210
	Sig.	,000

### Anti-image Matrices

		IC_5	IC_80	IC_81	IC_82	IC_83	IC_84	IC_85
Anti-image Covariance	IC_5	,737	-,023	-,103	,036	-,041	,045	,054
	IC_80	-,023	,482	-,017	-,099	-,025	-,014	-,037
	IC_81	-,103	-,017	,784	-,070	-,025	,026	-,164
	IC_82	,036	-,099	-,070	,352	-,196	-,070	,051
	IC_83	-,041	-,025	-,025	-,196	,289	,011	-,064
	IC_84	,045	-,014	,026	-,070	,011	,619	,094
	IC_85	,054	-,037	-,164	,051	-,064	,094	,806
	IC_86	-,076	-,045	,005	,130	-,078	-,099	-,014
	IC_87	-,058	,017	-,027	,003	-,001	,004	,023
	IC_88	-,032	-,072	,009	-,008	,014	-,077	,005
	IC_89	,133	,029	-,011	,045	-,064	,023	,041
	IC_90	-,106	,020	-,057	,017	-,056	-,052	-,119
	IC_91	,015	-,147	,038	,012	-,036	-,016	,043
	IC_92	-,035	,086	,031	-,080	,065	,011	-,086
	IC_93	,012	-,044	-,040	-,027	,060	-,009	-,011
	IC_94	,114	,069	-,038	,055	-,098	,002	,023
	IC_95	-,029	-,002	,027	,013	-,003	,012	,004
	IC_96	-,033	,017	,024	-,007	-,039	-,014	,013
	IC_97	,004	-,001	,023	,023	-,023	,100	,084
	IC_98	,010	-,015	,002	-,045	,015	-,072	,024
	IC_99	-,055	-,027	-,022	-,038	,067	-,025	-,052
Anti-image Correlation	IC_5	,712 <sup>a</sup>	-,039	-,135	,071	-,090	,066	,070
	IC_80	-,039	,865 <sup>a</sup>	-,028	-,240	-,066	-,025	-,059
	IC_81	-,135	-,028	,819 <sup>a</sup>	-,132	-,053	,037	-,206
	IC_82	,071	-,240	-,132	,739 <sup>a</sup>	-,616	-,150	,096
	IC_83	-,090	-,066	-,053	-,616	,783 <sup>a</sup>	,027	-,133
	IC_84	,066	-,025	,037	-,150	,027	,901 <sup>a</sup>	,134
	IC_85	,070	-,059	-,206	,096	-,133	,134	,529 <sup>a</sup>

IC_86	-,122	-,089	,008	,302	-,199	-,174	-,021
IC_87	-,135	,048	-,061	,010	-,005	,011	,050
IC_88	-,076	-,216	,022	-,029	,054	-,202	,011
IC_89	,273	,073	-,021	,133	-,210	,052	,081
IC_90	-,180	,042	-,094	,041	-,153	-,096	-,194
IC_91	,030	-,363	,073	,036	-,115	-,035	,081
IC_92	-,065	,197	,055	-,213	,192	,023	-,152
IC_93	,025	-,111	-,079	-,080	,195	-,021	-,021
IC_94	,188	,141	-,060	,131	-,259	,004	,037
IC_95	-,068	-,005	,061	,043	-,010	,031	,010
IC_96	-,077	,049	,054	-,025	-,147	-,035	,030
IC_97	,006	-,002	,036	,052	-,056	,171	,125
IC_98	,018	-,035	,004	-,122	,046	-,147	,043
IC_99	-,107	-,064	-,041	-,108	,208	-,054	-,097

#### Anti-image Matrices

	IC_86	IC_87	IC_88	IC_89	IC_90	IC_91	IC_92
IC_5	-,076	-,058	-,032	,133	-,106	,015	-,035
IC_80	-,045	,017	-,072	,029	,020	-,147	,086
IC_81	,005	-,027	,009	-,011	-,057	,038	,031
IC_82	,130	,003	-,008	,045	,017	,012	-,080
IC_83	-,078	-,001	,014	-,064	-,056	-,036	,065
IC_84	-,099	,004	-,077	,023	-,052	-,016	,011
IC_85	-,014	,023	,005	,041	-,119	,043	-,086
IC_86	,523	-,051	-,003	-,014	,014	,012	-,095
IC_87	-,051	,254	-,124	-,065	-,004	-,073	,063
IC_88	-,003	-,124	,234	-,114	,007	,031	-,041
IC_89	-,014	-,065	-,114	,322	-,053	,005	-,044
IC_90	,014	-,004	,007	-,053	,466	-,099	,060
IC_91	,012	-,073	,031	,005	-,099	,340	-,185
IC_92	-,095	,063	-,041	-,044	,060	-,185	,398
IC_93	-,071	,010	-,007	-,021	-,068	,028	-,071
IC_94	,006	-,049	,001	,044	,010	-,044	-,077
IC_95	,062	,041	-,006	-,046	,060	-,050	,062
IC_96	-,034	-,026	,017	,033	-,073	,049	-,037
IC_97	,139	,007	-,026	,016	-,047	,011	-,141
IC_98	-,028	,006	,015	-,008	,027	,018	-,008

Anti-image Correlation	IC_99	-,050	-,042	,025	-,021	,078	-,002	,031
	IC_5	-,122 <sup>a</sup>	-,135	-,076	,273	-,180	,030	-,065
	IC_80	-,089	,048 <sup>a</sup>	-,216	,073	,042	-,363	,197
	IC_81	,008	-,061	,022 <sup>a</sup>	-,021	-,094	,073	,055
	IC_82	,302	,010	-,029	,133 <sup>a</sup>	,041	,036	-,213
	IC_83	-,199	-,005	,054	-,210	-,153 <sup>a</sup>	-,115	,192
	IC_84	-,174	,011	-,202	,052	-,096	-,035 <sup>a</sup>	,023
	IC_85	-,021	,050	,011	,081	-,194	,081	-,152 <sup>a</sup>
	IC_86	,820	-,139	-,008	-,034	,028	,027	-,209
	IC_87	-,139	,851	-,509	-,226	-,011	-,249	,198
	IC_88	-,008	-,509	,843	-,415	,023	,111	-,135
	IC_89	-,034	-,226	-,415	,854	-,136	,015	-,122
	IC_90	,028	-,011	,023	-,136	,839	-,250	,140
	IC_91	,027	-,249	,111	,015	-,250	,825	-,502
	IC_92	-,209	,198	-,135	-,122	,140	-,502	,728
	IC_93	-,172	,036	-,024	-,063	-,174	,085	-,196
	IC_94	,012	-,137	,002	,109	,021	-,106	-,172
	IC_95	,170	,163	-,026	-,164	,177	-,171	,197
	IC_96	-,095	-,104	,072	,117	-,216	,168	-,117
	IC_97	,259	,018	-,072	,037	-,093	,025	-,300
	IC_98	-,062	,020	,049	-,021	,064	,048	-,020
	IC_99	-,114	-,140	,087	-,062	,190	-,005	,082

Anti-image Matrices

		IC_93	IC_94	IC_95	IC_96	IC_97	IC_98	IC_99
Anti-image Covariance	IC_5	,012	,114	-,029	-,033	,004	,010	-,055
	IC_80	-,044	,069	-,002	,017	-,001	-,015	-,027
	IC_81	-,040	-,038	,027	,024	,023	,002	-,022
	IC_82	-,027	,055	,013	-,007	,023	-,045	-,038
	IC_83	,060	-,098	-,003	-,039	-,023	,015	,067
	IC_84	-,009	,002	,012	-,014	,100	-,072	-,025
	IC_85	-,011	,023	,004	,013	,084	,024	-,052
	IC_86	-,071	,006	,062	-,034	,139	-,028	-,050
	IC_87	,010	-,049	,041	-,026	,007	,006	-,042
	IC_88	-,007	,001	-,006	,017	-,026	,015	,025
	IC_89	-,021	,044	-,046	,033	,016	-,008	-,021
	IC_90	-,068	,010	,060	-,073	-,047	,027	,078

Anti-image Correlation	IC_91	,028	-,044	-,050	,049	,011	,018	-,002
	IC_92	-,071	-,077	,062	-,037	-,141	-,008	,031
	IC_93	,325	-,045	-,089	-,076	,000	-,005	,041
	IC_94	-,045	,502	-,077	,015	,017	-,024	-,093
	IC_95	-,089	-,077	,249	-,150	,062	-,073	,018
	IC_96	-,076	,015	-,150	,248	-,051	,043	-,023
	IC_97	,000	,017	,062	-,051	,554	-,092	-,133
	IC_98	-,005	-,024	-,073	,043	-,092	,393	-,195
	IC_99	,041	-,093	,018	-,023	-,133	-,195	,360
	IC_5	,025 <sup>a</sup>	,188	-,068	-,077	,006	,018	-,107
	IC_80	-,111	,141 <sup>a</sup>	-,005	,049	-,002	-,035	-,064
	IC_81	-,079	-,060	,061 <sup>a</sup>	,054	,036	,004	-,041
	IC_82	-,080	,131	,043	-,025 <sup>a</sup>	,052	-,122	-,108
	IC_83	,195	-,259	-,010	-,147	-,056 <sup>a</sup>	,046	,208
	IC_84	-,021	,004	,031	-,035	,171	-,147 <sup>a</sup>	-,054
	IC_85	-,021	,037	,010	,030	,125	,043	-,097 <sup>a</sup>
	IC_86	-,172	,012	,170	-,095	,259	-,062	-,114
	IC_87	,036	-,137	,163	-,104	,018	,020	-,140
	IC_88	-,024	,002	-,026	,072	-,072	,049	,087
	IC_89	-,063	,109	-,164	,117	,037	-,021	-,062
	IC_90	-,174	,021	,177	-,216	-,093	,064	,190
	IC_91	,085	-,106	-,171	,168	,025	,048	-,005
	IC_92	-,196	-,172	,197	-,117	-,300	-,020	,082
	IC_93	,875	-,112	-,312	-,267	,001	-,013	,119
	IC_94	-,112	,861	-,217	,043	,033	-,054	-,220
	IC_95	-,312	-,217	,723	-,604	,166	-,232	,062
	IC_96	-,267	,043	-,604	,790	-,138	,138	-,078
	IC_97	,001	,033	,166	-,138	,651	-,197	-,298
	IC_98	-,013	-,054	-,232	,138	-,197	,758	-,518
	IC_99	,119	-,220	,062	-,078	-,298	-,518	,677

a. Measures of Sampling Adequacy(MSA)

Communalities		
	Initial	Extraction
IC_5	1,000	,598
IC_80	1,000	,598
IC_81	1,000	,540



IC_82	1,000	,832
IC_83	1,000	,767
IC_84	1,000	,546
IC_85	1,000	,574
IC_86	1,000	,614
IC_87	1,000	,788
IC_88	1,000	,800
IC_89	1,000	,703
IC_90	1,000	,624
IC_91	1,000	,689
IC_92	1,000	,717
IC_93	1,000	,776
IC_94	1,000	,544
IC_95	1,000	,846
IC_96	1,000	,842
IC_97	1,000	,644
IC_98	1,000	,779
IC_99	1,000	,820

Extraction Method: Principal  
Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	6,582	31,342	31,342	6,582	31,342
2	2,427	11,556	42,898	2,427	11,556
3	1,966	9,364	52,262	1,966	9,364
4	1,464	6,970	59,232	1,464	6,970
5	1,126	5,360	64,592	1,126	5,360
6	1,076	5,124	69,716	1,076	5,124
7	,943	4,491	74,206		
8	,801	3,813	78,019		
9	,646	3,076	81,096		
10	,614	2,922	84,017		
11	,573	2,729	86,746		
12	,496	2,364	89,110		
13	,461	2,196	91,306		
14	,374	1,783	93,089		
15	,300	1,429	94,518		

16	,278	1,326	95,843		
17	,236	1,125	96,968		
18	,209	,997	97,965		
19	,161	,765	98,730		
20	,146	,695	99,425		
21	,121	,575	100,000		

#### Total Variance Explained

Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
	Cumulative %	Total	% of Variance	Cumulative %
1	31,342	3,983	18,965	18,965
2	42,898	3,076	14,648	33,612
3	52,262	2,484	11,826	45,439
4	59,232	2,470	11,764	57,203
5	64,592	1,350	6,428	63,631
6	69,716	1,278	6,085	69,716
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component					
	1	2	3	4	5	6
IC_91	,742		-,162			-,332
IC_88	,735		-,446	-,243		
IC_87	,729		-,449	-,196	,101	

IC_89	,701		-,320	-,306		-,117
IC_83	,685	-,332		,332	-,275	
IC_93	,661		,532	-,212		
IC_80	,637		-,240	,262	-,233	
IC_92	,606	,224			,265	-,478
IC_94	,605	,284	,266			-,154
IC_82	,590			,535	-,442	
IC_86	,583		-,166	-,303	,317	,214
IC_84	,570		-,213	-,134	-,261	,293
IC_90	,555	-,529			,126	-,101
IC_99	,289	,784		,206	,164	,222
IC_98	,346	,755		,188		,216
IC_97	,206	,643		,272	,207	-,264
IC_95	,547		,691	-,186	-,149	,109
IC_96	,613		,659	-,122		
IC_81	,279	-,290		,517	,236	,226
IC_85		-,381	,117	,389	,469	-,207
IC_5	,323	-,196		,157	,404	,513

Extraction Method: Principal Component Analysis.<sup>a</sup>

a. 6 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component					
	1	2	3	4	5	6
IC_88	,859			,217		
IC_87	,843		,113	,192	,155	
IC_89	,799	,168		,176		
IC_86	,665	,230			,334	
IC_91	,603	,221	,148	,406	-,124	,272
IC_84	,498	,161		,314	,116	-,390
IC_92	,482	,298	,373		-,202	,455
IC_95		,898		,130		-,119
IC_96	,103	,886		,155	,144	
IC_93	,265	,824				
IC_94	,292	,521	,377	,158	-,108	
IC_99	,120		,870		,148	-,165
IC_98		,170	,818	,110		-,244
IC_97			,749		-,147	,243
IC_82		,165	,168	,875		
IC_83	,289	,275	-,103	,753	,124	,123

IC_80	,409			,631	,133	
IC_5	,157	,167			,736	
IC_81				,379	,569	,263
IC_85	-,108		-,125		,308	,668
IC_90	,353	,340	-,312	,327	,232	,355

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 16 iterations.

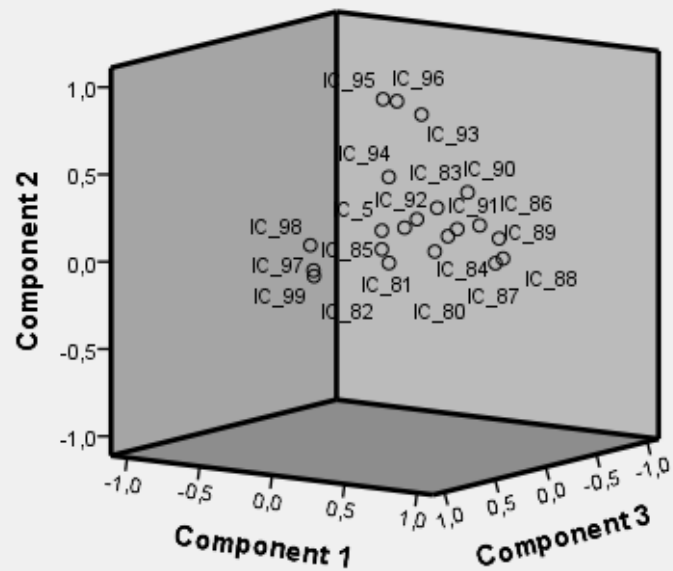
**Component Transformation Matrix**

Component	1	2	3	4	5	6
1	,681	,499	,219	,458	,152	,079
2	-,040	-,035	,904	-,202	-,265	-,262
3	-,550	,822	,017	-,104	,007	,105
4	-,445	-,270	,307	,644	,317	,346
5	,167	-,045	,200	-,566	,497	,602
6	-,071	,023	,013	-,061	,748	-,657

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

**Component Plot in Rotated Space**



**Component Score Coefficient Matrix**

	Component					
	1	2	3	4	5	6
IC_5	-,001	,017	,049	-,127	,598	-,032
IC_80	,016	-,088	,001	,293	,022	-,098
IC_81	-,084	-,103	,054	,143	,411	,141
IC_82	-,163	-,039	,038	,504	-,086	-,078
IC_83	-,062	,005	-,081	,362	-,032	,006
IC_84	,100	-,006	-,030	,101	,065	-,362
IC_85	-,058	-,038	,023	-,025	,190	,517
IC_86	,234	,024	-,021	-,248	,246	-,024
IC_87	,271	-,099	-,002	-,067	,072	-,056
IC_88	,278	-,086	-,035	-,043	-,015	-,064
IC_89	,263	-,026	-,061	-,055	-,131	-,009
IC_90	,049	,066	-,144	,048	,070	,212
IC_91	,133	-,024	,018	,099	-,208	,209

IC_92	,132	,037	,139	-,097	-,232	,411
IC_93	-,006	,310	-,042	-,095	,002	,028
IC_94	,012	,159	,117	-,018	-,129	,079
IC_95	-,110	,372	-,027	-,014	-,019	-,151
IC_96	-,091	,348	-,033	-,036	,058	-,044
IC_97	-,031	-,047	,337	-,010	-,098	,271
IC_98	-,073	,021	,334	,032	,112	-,165
IC_99	-,018	-,055	,376	-,046	,191	-,084

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Component Scores.

**Component Score Covariance Matrix**

Component	1	2	3	4	5	6
1	1,000	,000	,000	,000	,000	,000
2	,000	1,000	,000	,000	,000	,000
3	,000	,000	1,000	,000	,000	,000
4	,000	,000	,000	1,000	,000	,000
5	,000	,000	,000	,000	1,000	,000
6	,000	,000	,000	,000	,000	1,000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Component Scores.

## Organizational Happiness

Notes		
Output Created		22-SEP-2017 13:01:31
Comments		
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	Active Dataset	Análises\filipa_ferrao_analises.sav
Input	Filter	DataSet1
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	200
	File	
	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
Missing Value Handling		LISTWISE: Statistics are based on cases with no missing values for any variable used.
	Cases Used	

Syntax

FACTOR

/VARIABLES OH\_1 OH\_2 OH\_3

OH\_4 OH\_6 OH\_7 OH\_8 OH\_9

OH\_10 OH\_11 OH\_12 OH\_13 OH\_14

OH\_15 OH\_16 OH\_17 OH\_18 OH\_19

OH\_20 OH\_21 OH\_22 OH\_23 OH\_24

OH\_25 OH\_26 OH\_27 OH\_28 OH\_29

OH\_30 OH\_31 OH\_32 OH\_33 OH\_34

OH\_35 OH\_36 OH\_37 OH\_38 OH\_39

OH\_40 OH\_41 OH\_42 OH\_43 OH\_44

OH\_45 OH\_47 OH\_48 OH\_49 OH\_50

OH\_51 OH\_52 OH\_53 OH\_54 OH\_55

OH\_56 OH\_57 OH\_58 OH\_59 OH\_60

OH\_61 OH\_62 OH\_63 OH\_64 OH\_65

OH\_66 OH\_67 OH\_68 OH\_69 OH\_70

OH\_71 OH\_72 OH\_73 OH\_74 OH\_75

OH\_76 OH\_77 OH\_79

/MISSING LISTWISE

/ANALYSIS OH\_1 OH\_2 OH\_3 OH\_4

OH\_6 OH\_7 OH\_8 OH\_9 OH\_10

OH\_11 OH\_12 OH\_13 OH\_14 OH\_15

OH\_16 OH\_17 OH\_18 OH\_19 OH\_20

OH\_21 OH\_22 OH\_23 OH\_24 OH\_25

OH\_26 OH\_27 OH\_28 OH\_29 OH\_30

OH\_31 OH\_32 OH\_33 OH\_34 OH\_35

OH\_36 OH\_37 OH\_38 OH\_39 OH\_40

OH\_41 OH\_42 OH\_43 OH\_44 OH\_45

OH\_47 OH\_48 OH\_49 OH\_50 OH\_51

OH\_52 OH\_53 OH\_54 OH\_55 OH\_56

OH\_57 OH\_58 OH\_59 OH\_60 OH\_61

OH\_62 OH\_63 OH\_64 OH\_65 OH\_66

OH\_67 OH\_68 OH\_69 OH\_70 OH\_71

OH\_72 OH\_73 OH\_74 OH\_75 OH\_76

OH\_77 OH\_79

/PRINT UNIVARIATE INITIAL

CORRELATION SIG KMO INV AIC

EXTRACTION ROTATION FSCORE

/FORMAT SORT BLANK(.10)

/PLOT ROTATION

/CRITERIA MINEIGEN(1)

ITERATE(25)

/EXTRACTION PC

/CRITERIA ITERATE(25)

/ROTATION VARIMAX

/SAVE REG(ALL)

/METHOD=CORRELATION.



Resources	Processor Time	00:00:00,49
	Elapsed Time	00:00:00,40
	Maximum Memory Required	689688 (673,523K) bytes
Variables Created	FAC1_1	Component score 1
	FAC2_1	Component score 2
	FAC3_1	Component score 3
	FAC4_1	Component score 4
	FAC5_1	Component score 5
	FAC6_1	Component score 6
	FAC7_1	Component score 7
	FAC8_1	Component score 8
	FAC9_1	Component score 9
	FAC10_1	Component score 10
	FAC11_1	Component score 11
	FAC12_1	Component score 12
	FAC13_1	Component score 13

#### Descriptive Statistics

	Mean	Std. Deviation	Analysis N
OH_1	3,839	,9007	161
OH_2	3,727	,8215	161
OH_3	3,422	1,0164	161
OH_4	3,888	,9219	161
OH_6	3,640	,9257	161
OH_7	3,031	1,1260	161
OH_8	3,311	1,0200	161
OH_9	3,280	1,0678	161
OH_10	3,627	1,0477	161
OH_11	3,789	,9900	161
OH_12	3,019	1,0981	161
OH_13	3,484	1,0903	161
OH_14	3,348	1,0797	161
OH_15	3,416	1,0521	161
OH_16	3,391	1,0850	161
OH_17	3,870	,9429	161
OH_18	3,081	1,1884	161
OH_19	3,211	1,1959	161
OH_20	3,075	1,0521	161

OH_21	2,789	1,2470	161
OH_22	2,733	1,1819	161
OH_23	2,925	1,1487	161
OH_24	3,404	1,1089	161
OH_25	3,404	1,1368	161
OH_26	3,242	1,1168	161
OH_27	3,646	1,0393	161
OH_28	3,248	1,1070	161
OH_29	2,944	1,1138	161
OH_30	3,298	1,0479	161
OH_31	3,075	1,0929	161
OH_32	2,857	1,0360	161
OH_33	3,043	1,2008	161
OH_34	3,056	1,2857	161
OH_35	3,106	1,1325	161
OH_36	3,304	1,0900	161
OH_37	3,559	1,0419	161
OH_38	2,770	1,2054	161
OH_39	3,075	1,2018	161
OH_40	4,112	,7905	161
OH_41	4,161	,7818	161
OH_42	3,820	,9280	161
OH_43	3,596	1,0086	161
OH_44	3,559	1,0115	161
OH_45	3,360	1,1755	161
OH_47	4,043	,8899	161
OH_48	3,832	,9502	161
OH_49	3,553	,9480	161
OH_50	4,019	,9518	161
OH_51	3,845	1,2578	161
OH_52	3,354	1,0978	161
OH_53	3,671	1,1112	161
OH_54	3,745	1,1084	161
OH_55	3,317	1,1315	161
OH_56	3,590	1,1962	161
OH_57	3,416	1,1703	161
OH_58	3,696	1,0371	161
OH_59	3,466	,9876	161
OH_60	3,460	1,0307	161
OH_61	2,944	1,0680	161
OH_62	2,994	1,0694	161

OH_63	2,882	1,1585	161
OH_64	3,373	,9475	161
OH_65	3,509	1,0672	161
OH_66	4,236	,7625	161
OH_67	3,460	,9810	161
OH_68	4,099	,9097	161
OH_69	4,311	,7684	161
OH_70	3,758	1,0827	161
OH_71	3,957	1,0268	161
OH_72	3,745	1,1252	161
OH_73	3,199	1,2340	161
OH_74	3,509	1,0070	161
OH_75	3,236	1,2171	161
OH_76	3,441	1,2392	161
OH_77	3,242	1,1978	161
OH_79	4,118	,6926	161

**Rotated Component Matrix<sup>a</sup>**

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
OH_33	,783	,131	,189	,156	,132								-,103
OH_34	,762	,268	,116	,134	,170	,159		,216					
OH_32	,737	,241	,149	,166	,165	,141		-,164					
OH_31	,730	,283	,103	,121	,228		,138				,104	,156	-,111
OH_29	,688	,156	,150	,136	,182		,161	,201		,159	,143	,199	,108
OH_62	,682	,197	,134	,385			,174	,197	,132	,168		-,132	
OH_35	,672	,262	,173	,207	,111	,236	,117	,220				,124	
OH_38	,636	,289	,176	,230	,134	,206	,147	,182					,280
OH_36	,624	,518	,145	,192	,226								,207
OH_7	,607	,155		,181		,277	,127		,136	,185	,145		
OH_28	,602	,242	,192	,125	,196			,167	,156	,129		,446	
OH_19	,580	,514	,101	,140	,101	,289				,212	,115		
OH_61	,579	,204	,190	,382	,190	,163	,228			,154			,237
OH_67	,575	,111	,409		,221	,160		,153	,218		,134		-,124
OH_12	,567	,161	,136	,142	,236	,453	,226		,152		,123		,138
OH_39	,555	,371		,227	,219	,226	,221	,322			,103		,136
OH_20	,546	,358	-,103	,303	,155	,194	,215		,146			-,182	-,179
OH_3	,541	,116		,535		,210	,238				,117		
OH_60	,540	,309	,179	,474		,208	,122	,207				,157	
OH_30	,529	,342			,436		,149	,127			,104	,203	
OH_13	,527	,140			,243	,364		,212	,172	,102			,280

OH_14	,514	,345	,103	,298	,192	,373		,215	,164	-,141	,299	,108	
OH_15	,509	,325	,152	,333		,234		,193	,146		,424		
OH_21	,484	,348		,246	,118	,136				,115			-,187
OH_45	,460	,269	,139	,240	,216		,187	,289				-,113	,323
OH_24	,248	,732	,179		,208	,146	,239	,114					
OH_56	,417	,644	,243			,149			,302	,101			
OH_25	,289	,643	,168	,160	,345	,207	,162	,163		,113			
OH_53	,411	,632	,200	,161	,108			,115	,353		,116		,100
OH_54	,379	,619	,264	,141				,117	,325		,153		
OH_52	,492	,596		,174	,168			,240	,195		,141		-,103
OH_55	,509	,582	,160					,238	,133				
OH_26	,139	,576	,298	,205	,241	,180	,211	,175		,104			,265
OH_76	,304	,558	,169		,172	,297	,223			,131		,185	-,113
OH_17	,274	,551		,216		,206				,282	,368		
OH_16	,498	,547		,247		,167		,190	,125		,274		
OH_75	,442	,547	,163		,126	,226	,192	,122	-,120	,147		,173	
OH_18	,454	,510				,284		,128		,271	,160	-,229	
OH_58	,288	,441	,313		,202	,413	,152	,245	,225	,110			,253
OH_48	,200	,434	,302	,144	,127	,170	,240		,299	,284	,198	,162	,211
OH_66	,204		,779			,132	,159					-,105	
OH_68	,222	,111	,770			,121		,168	,190				
OH_69		,103	,744			,142		,126	,245	,244	,118		
OH_40		,285	,668	,228					-,208		,214	,290	
OH_41		,317	,573	,309	,114	,149	,109					,441	
OH_65	,491	,116	,569		,179		,122	,233			,138	-,290	
OH_47	,168	,494	,559	,112	,113		,182		,218		-,140		,153
OH_64	,381	,134	,450		,324		,310	,355	,105		,131	-,139	-,178
OH_42	,316	,338	,413	,255			,211		-,100				-,410
OH_70	,130	,376	,403		,335	,151	,173	,167		,216			
OH_4	,218		,142	,731		,104	,102	,166	,200	,144		,117	-,119
OH_2	,324		,164	,694							,308		,121
OH_1	,289	,147		,606	,147	,264	,198	,156	,109			,115	
OH_8	,265	,223	,229	,594	,197	,142	-,170			,143	-,240	-,169	
OH_59	,410	,333	,127	,467		,325	,204	,230	,112			,109	
OH_22	,248	,140		,125	,855	,136	,150						
OH_63	,252	,142			,835		,103	,118					
OH_23	,316	,139			,796	,129	,161	,134					
OH_11	,289	,265	,209	,233		,714		,159			,148		
OH_10	,293	,232	,244	,309	,158	,646	,173	,172					
OH_9	,343	,349	,247	,289	,180	,583				,109			
OH_57	,301	,469	,231	,183	,164	,512	,124	,230	,128				

OH_43					,112		,898						
OH_74	,174	,111			,144		,858	,176	,103				
OH_44	,149	,211	,151	,172	,176	,104	,782				,159	,114	,153
OH_72	,203	,249	,122	,103	,205	,245	,149	,730	,155			,141	,115
OH_71	,216	,270	,243	,189	,109	,271		,655	-,119				-,176
OH_73	,477	,225		,254			,112	,649		,109			,110
OH_50	,144	,185	,188	,191	,139	,110	,177		,649	,115	,132		
OH_51		,526	,196	,128		,210	,198		,530				
OH_79	,100	,164	,469	,172						,632			
OH_77	,429	,157	,146		,104	,172	,313			,590			
OH_6	,349	,208		,104	,317	,171	,240		,206	,133	,535		
OH_49	,194	,181	,213		,340	,139	,311		,379	,221	,387	-,189	
OH_27	,360	,198	,267	,256	,258			,289	,206			,454	
OH_37	,350	,404	,363	,143	,293	,186	,141					,163	,428

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 25 iterations.

**Component Transformation Matrix**

Component	1	2	3	4	5	6	7
1	,590	,464	,293	,283	,255	,267	,202
2	-,537	,193	,749	-,096	-,122	,038	,133
3	-,214	-,207	-,171	-,146	,532	-,002	,738
4	,083	-,704	,306	,616	-,083	,050	,086
5	,371	-,249	,416	-,448	,378	-,431	-,181
6	,295	-,052	,006	-,170	-,471	-,161	,425
7	,065	,247	-,064	,313	-,084	-,548	,232
8	-,021	-,065	-,016	,120	,366	,044	-,322
9	-,080	,110	,022	,083	,218	,398	,058
10	-,169	,100	-,051	,219	,229	-,295	-,052
11	,023	,126	,116	,151	,034	-,075	,028
12	-,123	,061	-,170	,234	,136	-,218	-,106
13	-,177	,196	,087	,188	,061	-,334	-,029

**Component Transformation Matrix**

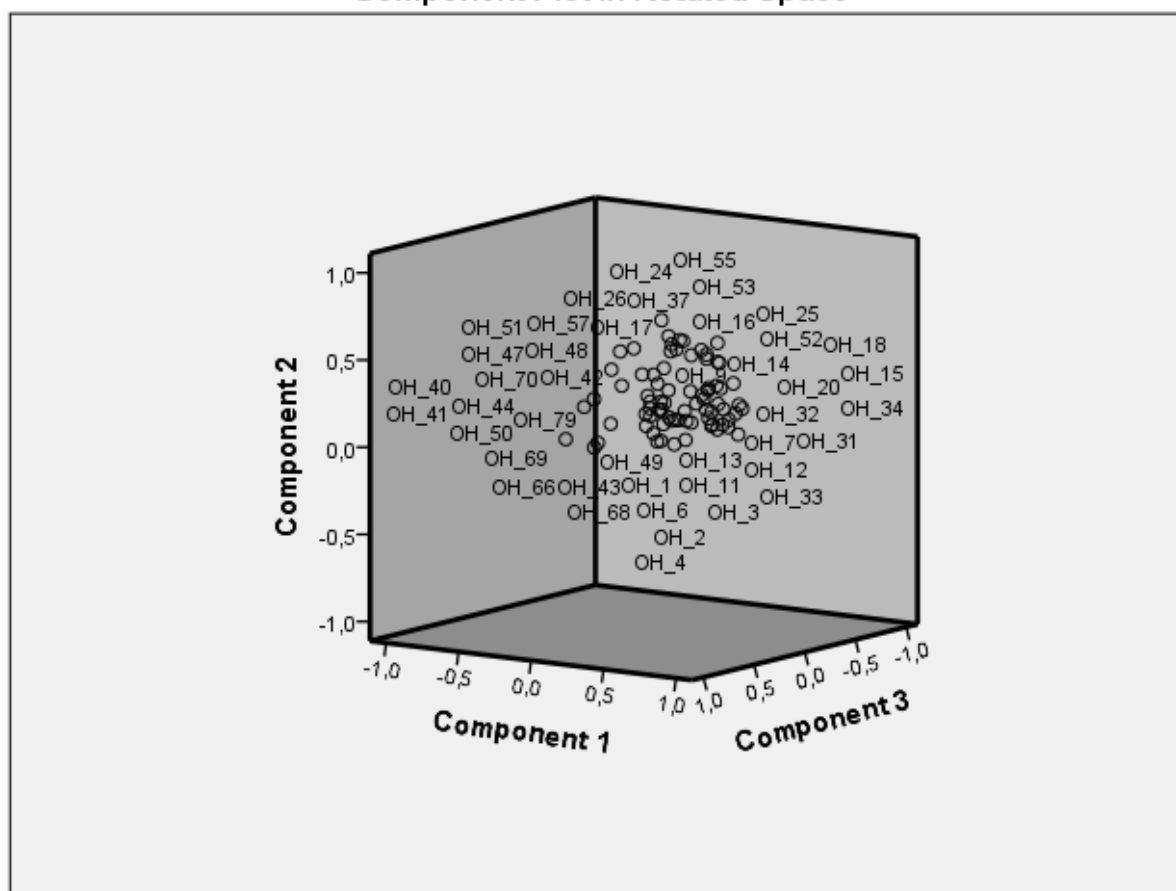
Component	8	9	10	11	12	13
1	,215	,140	,105	,109	,060	,048
2	-,045	,173	,132	-,069	,126	,001
3	,044	,121	-,047	,041	-,037	,108

4	,047	-,068	-,001	,015	,014	,011
5	-,007	-,204	,038	-,147	-,004	-,020
6	-,330	,083	,422	,153	-,274	-,245
7	-,358	-,097	-,214	-,224	,464	,153
8	-,653	,463	,148	,269	,000	,073
9	-,431	-,679	,164	-,223	-,061	-,195
10	,188	,008	,061	,219	,086	-,821
11	-,132	,208	-,496	-,390	-,675	-,161
12	,205	,118	,667	-,505	-,187	,173
13	,055	-,375	,035	,557	-,433	,359

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

**Component Plot in Rotated Space**



**Component Score Coefficient Matrix**

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
OH_1	-,041	-,029	-,040	,199	,003	,043	,031	,005	,026	-,087	-,042	,044	-,020

OH_2	-,038	-,032	,031	,262	-,011	-,095	-,009	-,029	-,110	-,057	,231	-,046	,088
OH_3	,045	-,056	-,039	,147	-,060	,006	,057	-,060	,008	,007	,013	-,018	,051
OH_4	-,060	-,057	-,041	,291	,000	-,064	-,010	,052	,104	,104	-,069	,049	-,122
OH_6	-,018	-,024	-,003	-,032	,069	-,014	,020	-,055	,031	,023	,379	-,034	-,043
OH_7	,090	-,076	-,022	-,034	-,051	,075	,004	-,034	,044	,080	,028	-,027	,042
OH_8	-,049	,039	,012	,270	,112	-,033	-,128	-,095	,041	,097	-,271	-,209	-,027
OH_9	-,025	-,009	,004	,022	,017	,246	-,026	-,071	,002	,004	-,095	-,059	-,064
OH_10	-,036	-,059	,008	,011	-,010	,288	,006	-,010	-,014	-,024	-,020	-,008	-,027
OH_11	-,028	-,054	,000	-,037	-,031	,345	-,028	-,016	-,036	-,034	,045	,059	-,047
OH_12	,076	-,097	-,004	-,080	-,009	,190	,029	-,066	,042	-,041	,010	-,001	,071
OH_13	,074	-,098	-,028	-,103	,007	,146	-,034	,033	,076	,049	-,077	,024	,187
OH_14	,015	-,014	-,014	,000	-,012	,103	-,050	,006	,033	-,176	,177	,059	,019
OH_15	,012	,001	,014	,034	-,039	,007	-,065	,010	,012	-,150	,296	,013	,010
OH_16	,012	,095	-,026	,020	-,074	-,031	-,063	,025	,014	-,095	,168	,016	-,089
OH_17	-,066	,128	-,051	,043	-,047	-,009	-,017	-,045	-,135	,159	,265	,025	-,002
OH_18	-,010	,106	-,043	-,018	,004	,047	-,066	,007	-,126	,150	,067	-,187	-,052
OH_19	,039	,070	-,034	-,032	-,029	,056	-,030	-,060	-,095	,096	,025	-,044	,013
OH_20	,033	,045	-,089	,074	-,002	-,007	,044	-,047	,056	,009	-,032	-,150	-,160
OH_21	,045	,043	-,039	,054	,017	-,006	-,040	-,070	,017	,040	-,092	-,021	-,162
OH_22	-,057	-,025	-,013	,027	,353	,000	-,054	-,069	-,020	,012	-,028	,009	-,043
OH_23	-,034	-,037	-,025	-,009	,302	-,006	-,043	-,012	-,009	-,034	,012	,039	,016
OH_24	-,066	,197	-,003	,000	,017	-,047	,049	-,024	-,057	-,117	,004	-,118	-,004
OH_25	-,081	,144	-,031	,022	,089	-,015	-,005	,007	-,128	,052	-,021	-,004	,044
OH_26	-,109	,140	,016	,059	,045	-,032	,020	,028	-,133	,052	-,062	-,075	,191
OH_27	,014	-,063	,002	,016	,045	-,058	-,038	,100	,100	-,021	-,038	,319	-,054
OH_28	,112	-,065	-,028	-,059	,000	-,062	-,013	,023	,087	,078	-,139	,337	-,037
OH_29	,114	-,090	-,012	-,065	-,026	-,048	,015	,034	,011	,081	,050	,156	,059
OH_30	,037	,012	-,060	-,040	,113	-,044	-,008	-,015	-,026	,022	,027	,142	-,003
OH_31	,131	-,014	-,010	-,044	,017	-,095	,023	-,087	-,030	,002	,027	,117	-,113
OH_32	,154	-,034	,011	-,033	-,004	,023	,000	-,205	-,022	,002	-,083	,045	-,012
OH_33	,176	-,066	,054	-,040	-,021	-,010	-,011	-,070	-,016	-,127	-,097	-,043	-,103
OH_34	,127	-,032	,009	-,061	-,023	,001	-,027	,022	-,016	-,095	-,012	-,034	-,025
OH_35	,101	-,055	-,005	-,042	-,056	,047	,007	,027	,012	-,027	-,048	,089	-,037
OH_36	,054	,095	,002	,011	,024	-,080	-,049	-,074	-,107	-,035	-,015	-,042	,148
OH_37	,010	,032	,058	-,024	,040	,019	-,010	-,091	-,013	-,079	-,095	,049	,293
OH_38	,080	-,027	,004	-,017	-,054	,012	,011	,001	-,023	-,028	-,028	-,002	,195
OH_39	,025	,015	-,030	-,004	-,018	,004	,033	,085	-,018	-,089	,014	-,042	,070
OH_40	-,064	,035	,179	,041	-,013	-,029	-,003	-,062	-,242	-,036	,221	,156	-,004
OH_41	-,056	,023	,117	,068	,020	,024	,010	-,106	-,096	-,076	,014	,274	-,076
OH_42	,005	,045	,076	,063	-,002	-,060	,070	-,017	-,109	-,018	-,083	,036	-,342
OH_43	-,005	-,013	-,018	-,012	-,062	-,005	,350	-,056	-,032	-,015	-,050	,021	-,064

OH_44	-,031	,005	-,001	,008	-,050	-,029	,279	-,033	-,048	-,090	,097	,055	,077
OH_45	,013	,048	,019	,069	,012	-,190	,032	,105	-,117	-,030	-,008	-,161	,244
OH_47	-,029	,093	,112	,009	-,011	-,104	,023	-,024	,070	-,066	-,143	-,061	,091
OH_48	-,048	,040	-,002	-,006	-,016	-,016	,023	-,080	,089	,157	,100	,084	,148
OH_49	-,054	-,025	,020	-,005	,091	-,040	,030	-,048	,147	,093	,240	-,165	,020
OH_50	-,022	-,042	-,022	,030	,007	-,025	-,008	-,034	,379	,036	,006	,023	-,002
OH_51	-,072	,113	-,018	,027	-,021	,045	,030	-,060	,305	-,143	-,163	-,040	-,115
OH_52	,003	,118	-,079	,011	-,001	-,091	-,027	,060	,072	-,061	,040	,007	-,114
OH_53	-,003	,126	-,011	,012	-,029	-,126	-,037	-,017	,157	-,061	,025	-,055	,051
OH_54	,003	,127	,013	,004	-,063	-,151	-,047	-,003	,142	-,061	,072	-,004	-,005
OH_55	,046	,100	-,016	-,093	-,039	-,061	-,036	,069	,040	,018	-,067	-,035	-,025
OH_56	,038	,108	-,011	-,077	-,087	-,011	,000	-,032	,145	-,003	-,128	,012	-,018
OH_57	-,036	,036	-,002	-,027	-,011	,200	-,009	,028	,017	-,088	-,095	-,021	-,033
OH_58	-,038	,018	,015	-,060	-,004	,128	-,019	,048	,061	,026	-,061	-,043	,166
OH_59	-,021	,001	-,051	,112	-,046	,060	,028	,041	,011	,027	-,078	,045	,022
OH_60	,026	-,006	-,018	,111	-,038	-,001	,009	,025	-,043	-,020	-,068	,080	-,042
OH_61	,049	-,031	,004	,085	-,005	-,027	,038	-,058	-,069	,078	-,062	-,073	,171
OH_62	,078	-,038	-,016	,088	-,051	-,101	,021	,032	,043	,080	-,051	-,133	,041
OH_63	-,060	-,015	-,021	,023	,353	-,047	-,073	-,003	,002	,048	-,025	-,053	-,074
OH_64	,016	-,049	,126	-,039	,063	-,115	,065	,136	,005	-,119	,067	-,145	-,171
OH_65	,064	-,058	,190	-,057	,007	-,051	,005	,051	-,055	-,135	,084	-,268	-,054
OH_66	,049	-,054	,247	-,044	-,056	,034	,046	-,104	-,058	-,118	-,054	-,141	,043
OH_67	,110	-,114	,099	-,125	,021	,028	-,042	,000	,107	-,044	,042	,013	-,127
OH_68	,019	-,082	,208	-,047	-,017	-,002	-,046	,034	,067	-,037	-,022	-,041	,020
OH_69	-,047	-,068	,182	-,033	-,024	,018	-,078	,045	,092	,106	,079	,022	,006
OH_70	-,071	,042	,057	-,041	,111	-,008	-,004	,041	-,027	,109	-,021	-,018	-,089
OH_71	-,074	,010	,018	,017	-,005	,047	-,017	,342	-,124	,006	-,065	-,051	-,157
OH_72	-,079	-,032	-,048	-,044	-,001	,024	-,015	,386	,037	,054	,015	,090	,050
OH_73	-,004	-,020	-,050	,035	-,047	-,101	-,007	,336	-,027	,091	-,029	-,022	,070
OH_74	-,002	-,023	-,034	-,022	-,060	-,029	,320	,052	,000	,003	-,062	-,034	-,056
OH_75	,036	,082	-,017	-,134	-,036	,057	,050	-,011	-,152	,052	-,012	,122	-,004
OH_76	-,017	,086	-,027	-,089	-,001	,092	,048	-,030	-,074	,031	,006	,131	-,117
OH_77	,048	-,057	-,041	-,062	-,017	,018	,075	-,012	,002	,400	-,059	-,032	-,056
OH_79	-,055	-,021	,050	,058	-,005	-,096	-,069	,056	-,012	,465	-,011	,043	,068

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Component Scores.

**Component Score Covariance Matrix**

Component	1	2	3	4	5	6	7
1	1,000	,000	,000	,000	,000	,000	,000
2	,000	1,000	,000	,000	,000	,000	,000



3	,000	,000	1,000	,000	,000	,000	,000
4	,000	,000	,000	1,000	,000	,000	,000
5	,000	,000	,000	,000	1,000	,000	,000
6	,000	,000	,000	,000	,000	1,000	,000
7	,000	,000	,000	,000	,000	,000	1,000
8	,000	,000	,000	,000	,000	,000	,000
9	,000	,000	,000	,000	,000	,000	,000
10	,000	,000	,000	,000	,000	,000	,000
11	,000	,000	,000	,000	,000	,000	,000
12	,000	,000	,000	,000	,000	,000	,000
13	,000	,000	,000	,000	,000	,000	,000

**Component Score Covariance Matrix**

Component	8	9	10	11	12	13
1	,000	,000	,000	,000	,000	,000
2	,000	,000	,000	,000	,000	,000
3	,000	,000	,000	,000	,000	,000
4	,000	,000	,000	,000	,000	,000
5	,000	,000	,000	,000	,000	,000
6	,000	,000	,000	,000	,000	,000
7	,000	,000	,000	,000	,000	,000
8	1,000	,000	,000	,000	,000	,000
9	,000	1,000	,000	,000	,000	,000
10	,000	,000	1,000	,000	,000	,000
11	,000	,000	,000	1,000	,000	,000
12	,000	,000	,000	,000	1,000	,000
13	,000	,000	,000	,000	,000	1,000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Component Scores.